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LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

Action Plan 2001

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Louisiana Economic Development Council

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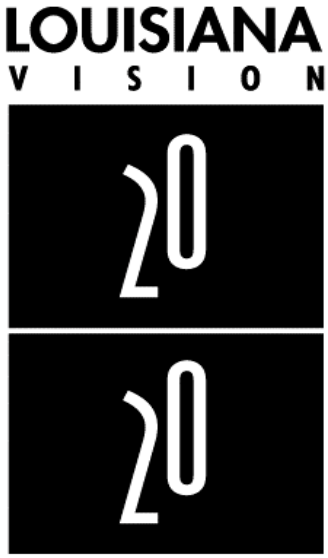

Action Plan 2001

SUBMITTED BY:
LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

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JANUARY 2001
YEAR 2 OF 5

LAEDC

Louisiana Economic Development Council

Table of Contents

EXECUTIVE SUMMARY

Action Plan 2001 is the second annual report of the Louisiana Economic Development Council to the Governor and the Legislature on the implementation of *Louisiana: Vision 2020, Master Plan for Economic Development.*

Vision 2020 is a challenge to create a new and better Louisiana and a guide to economic renewal and diversification. It is a platform for innovative initiatives, and a process by which our progress toward long-term goals will be managed and monitored. In its first two years, the Council developed goals, objectives, and benchmarks designed to position the State to meet the challenge that has been articulated. By the year 2020, Louisiana will have a vibrant, balanced economy; a fully engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business.

With *Vision 2020* completed in 1999, and approved by the Louisiana Legislature, the Council began the implementation phase of its work. In July 2000, the Council completed *Action Plan 2000*, its first annual report that established the Council's priorities for the year through seven recommendations. Benchmarks, developed by the Council's task forces during the V*ision 2020* process, were also updated with the most recent data. These 100 benchmarks allow the Council to track progress and establish target goals in a wide range of areas. Benchmarks are critical to the Council's work and the State's ability to make progress towards achieving *Vision 2020* goals. Monitored by the Council and updated each year by 14 State agencies and offices, current benchmark data allows the Council to monitor progress toward the five-, 10-, 15-, and 20-year targets on an annual basis.

ACTION PLAN 2000 OUTCOMES

In *Action Plan 2000,* the Council examined the key elements of the New Economy and made seven recommendations in three key areas the Council considered critical to diversifying the State's economy: information technology infrastructure, an educated and skilled workforce, and finance and capital.

Although *Action Plan 2000* was submitted only six months ago, several major results have been achieved since its completion, and some activities with significant outcomes were generated as a result of Council initiatives before the plan was finalized.

State Bond Rating

Most importantly, the State's commitment to *Vision 2020* and the process developed for monitoring results helped to improve the State's bond rating, a recommendation made in *Action Plan 2000*. Although the S&P upgraded Louisiana from an A- to A rating, thereby bringing all three rating agencies into agreement, there is still much to be done to continue improvement in this area, including a clear demonstration of economic growth, economic health, and diversity. All of the Council's recommendations in *Action Plan 2001* are directed toward achieving these goals.

Information Technology Infrastructure

During the year, the Division of Administration established the LAConnections project to develop Louisiana's Blueprint for Digital Government, the State's strategic technology plan. This plan lays the foundation to coordinate information technology operations, programs, activities and services for all State agencies to increase efficiency in delivering services to their constituents. Additional strategies for building on the accomplishments in this area are included as recommendations in *Action Plan 2001.*

In response to the Council's recommendation with respect to information technology workforce training, the Louisiana Community and Technical College System moved forward to establish industry standard IT certification programs. As the use of information technology continues to pervade the traditional and new technology-based sectors, the demand for IT professionals and technicians is growing rapidly. Providing a qualified workforce in this area is essential to the development and growth of all of Louisiana's industries. More work needs to be done in this area, which is reflected in the Council's recommendations contained in *Action Plan 2001.*

Seed and Venture Capital

Capital is an essential element for creating and fostering high growth, technology-based companies that are critical to diversifying the State's economy. *Action Plan 2000* contained a recommendation to re-enact and revise CAPCO legislation to sustain the growth of seed and venture capital in Louisiana. The Council was an active participant in providing input to legislation that was considered in the Spring Session, 2000. Although this legislation was tabled in the last hours of the session, the proposed legislation focused considerable public and legislative attention on the subject of the availability and use of capital for emerging technology-based companies. Several certified capital companies (CAPCO's) have invested more funds in technology-based companies in the six months following the last legislative session than has been invested in technology companies since the original passage of CAPCO legislation. Additional strategies for increasing the availability of seed and venture capital are contained in *Action Plan 2001* recommendations.

Education

In the area of education, outcomes are mixed. In general, a lack of adequate funding continues to plague Louisiana's educational institutions. Target salary increases for teachers were not accomplished in the last legislative session. The issue of teacher salaries continues to be studied and methods are being explored to implement this recommendation. It is encouraging that K-3 reading scores for low performing students increased in the last two years; however, no progress was made in the funding level or the number of students served in several major program areas.

At the higher education level, the Board of Regents reports there is still a significant shortfall of funds needed to implement the Master Plan for Higher Education. The State's universities continue to report significant difficulties in attracting and retaining professors and researchers, which adversely affects education, workforce issues, and efforts to diversify and expand the State's economy.

ACTION PLAN 2001

Action Plan 2001 is the Council's second annual action plan. In addition to this year's recommendations, strategies, and action plans, this plan includes the first Status Reports concerning Council recommendations that were made in *Action Plan 2000*. Status Reports are provided by the agencies that were assigned the responsibility to implement recommendations during the prior year. The reports outline the progress made and impediments the agency experienced in implementing the Council's recommendation and associated strategies. Many of the recommendations are long-term in nature, such as achieving increased educational attainment by Louisiana citizens, and are not expected to be fully achieved in one year. Through agency Status Reports, the Council is able to efficiently monitor the progress and outcomes of its recommendations, strategies, and action plans on an annual basis.

The Council adopted 16 recommendations this year. Six of the 16 recommendations are carried forward, either in their entirety or with modifications, from *Action Plan 2000,* thus emphasizing their importance. Four of the recommendations that are carried forward are in the education and workforce training area. The Council considers strengthening the State's educational system as the fundamental issue. The capacity of Louisiana's workforce and businesses to compete effectively in a global economy depends to a great extent on the knowledge and skills obtained by students in our educational and training institutions. Education is a primary function of government, and the State should use its resources and accountability measures in every way possible to improve the academic performance of Louisiana students at all levels.

One recommendation in the finance and capital area related to seed and venture capital has been modified and enlarged in scope, also emphasizing the importance of capital availability to emerging technology companies. One recommendation related to information technology infrastructure builds on the progress made last year.

By convening and expanding task forces this year that were developed during the *Vision 2020* process, the Council expanded its realm of activities to include examinations of traditional sectors of the economy, as well as seed clusters. Ten new recommendations in *Action Plan 2001* address agribusiness, tourism, diversification, education and training, environmental, science and technology, and tax and revenue issues.

Benchmarks have been updated by all agencies with the most current data.

The Council is pleased to present its recommendations for the second year of its efforts to implement *Louisiana: Vision 2020.*

GUIDE TO ACTION PLAN 2001

Action Plan 2001 includes the following report and several appendices that provide data and other relevant information. The main report includes information on the Council's work since publication of the *Action Plan 2000*. It should be noted that this report was prepared within six months instead of a full year. The Council elected to compress the time frame this year in order to have the Action Plan

completed before the beginning of this year's legislative session. A full year will then be allowed for preparation of *Action Plan 2002.*

Seven appendices follow the main report. Appendix A presents the details on each of the Council's recommendations, including strategies, action plans for implementation in the next year, objectives and benchmarks, benefits, costs, and funding sources where appropriate. The implementing agency is also identified.

Appendix B is a new section, which provides Status Reports on the Council's recommendations from last year. Reports include the recommendation, strategies, and action plans. The implementing agency for each strategy has prepared and submitted a description of the progress made, as well as strengths and weaknesses encountered during implementation.

Appendix C contains updates of the V*ision 2020* Benchmarks table and provides the most current data available in order to track progress toward the five-year, 15-year, and 20-year goals. Appendix D presents detailed information on benchmarks, including background information, explanations, rationale, targets, and the data source for each benchmark.

Appendix E presents the Report on Council Activities and Proceedings, while the Task Force Reports are contained in Appendix F. A summary of economic trends and indicators with respect to Louisiana's major and target economic sectors is included in Appendix G.

The document concludes with information on the Louisiana Economic Development Council and its task forces.

COUNCIL WORK FOR THE YEAR

The Council's master plan for economic development, *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the Spring 1999 Regular Session. Upon completion of *Action Plan 2000*, the first annual implementation plan, in July, 2000, the Council, the Department of Economic Development, and numerous agencies have continued to publicize these working documents by providing copies statewide and through the DED's website, www.lded.state.la.us. The purpose and contents of *Vision 2020* are now known widely not only in Louisiana, but by many public officials throughout the South. Several agencies report that they have also found *Vision 2020* very useful in working with Federal agencies. Interest in and support of the plan continues to be overwhelming and *Vision 2020* has become the accepted standard for the State's strategic economic development initiatives. Completion of *Action Plan 2000* demonstrates that the State is firmly committed to implementing *Vision 2020* goals and objectives. *Action Plan 2001,* which includes reports on the status of prior year recommendations, demonstrates that the Council is results-oriented rather than activity-oriented. Accountability is a vital part of the *Vision 2020* process.

Following completion of *Action Plan 2000*, the Council convened 12 task forces to expand the Council's capacity to review a wide range of areas. The purpose of the task forces is to examine issues in the areas of their responsibility, monitor benchmarks, and propose recommendations, if needed, and strategies to the Council. The appropriate implementing agency develops the action plan for each strategy. The recommendations, including appropriate objectives, benchmarks, strategies, actions plans, cost, and funding source, were presented by the task forces to the full Council for the determination of the priorities for *Action Plan 2001.* Over 100 individuals, representing industry, State agencies, and organizations participated in the task forces as members this year. The 12 task forces are:

Agribusiness
Culture, Recreation, and Tourism
Education/Workforce Development
Environment
Finance and Capital
Infrastructure
Diversification
Petroleum and Chemicals/Services
Science and Technology
Tax and Revenue
Transportation
Programs and Incentives

The Department of Economic Development contracted with the Louisiana Partnership for Technology and Innovation to assist in research and compiling information for the *Action Plan 2001*. The Partnership worked with the Council to facilitate meetings and prepare presentations. The Partnership also worked with task force chairs to provide background information, attend meetings, and formulate strategies to implement recommendations, when requested. Working with State agency liaisons, the Partnership staff assisted in obtaining data for updating the benchmarks in *Vision 2020* and *Action Plan 2000.*

More detailed information relating to Council meetings and activities is included in Appendix E, and Appendix F contains Task Force reports.

BACKGROUND: THE LOUISIANA ECONOMY

Louisiana, like states across the country, is determining how to best participate in the New Economy. The overall goal is to continually increase wages and incomes in order to improve the living conditions for Louisiana's people. Many new efforts are underway in areas such as education, job training, infrastructure, health care, and economic development -- efforts that take time to show results. However, other states are doing the same. The following sections outline how Louisiana compares to the nation as a whole in a few key measures and provide some insight into the composition of its current economy.

Key Economic Indicators: Per Capita Income and Average Wages

Per capita income is a general measure of prosperity. Per capita personal income in Louisiana increased 4.5% from 1997 to 1998 – to $22,206. However, per capita income as percent of the U.S. per capita income provides a better gauge of how Louisiana compares to the rest of the country. While Louisiana's per capita income increased 4.5 percent from 1997 to 1998, across the nation per capita income increased at a slightly greater rate -- almost 5%. As a result, Louisiana's per capita personal income as a percentage of the U.S. decreased slightly from 83% in 1995 to 82% in 1998.

As shown in Table 1, in the 10 years from 1988 to 1998, per capita personal income as a percentage of the U.S. per capita personal income increased from 75 percent to 82 percent. Although Louisiana is moving slowly toward the U.S. average, progress has been slowed since the mid-1990s. The State remains well below the national average – and is ranked 42nd among the states.

Table 1
Per Capita Personal Income

	1988	1990	1995	1998
Per Capital Personal Income ($)	$13,113	$15,223	$19,541	$22,206
Per Capital Personal Income (% of U.S.)	75%	78%	83%	82%

Source: U. S. Department of Commerce, Bureau of Economic Analysis

Average wages is another indicator of Louisiana's position compared to national averages. In 1998, Louisiana's average wage per job ($26,161) was 20 percent below the national average ($31,299). The data from 1995 to 1998 indicate that the difference in the average wage has been slowly increasing -- from about 18 percent in 1995 to 20 percent in 1998 – that is, Louisiana is not keeping pace with the nation's growth in average wages, and more significantly, the gap is widening.

Technology-based Employment

Statistics related to technology-based employment are available for the information technology (IT) sector, as defined by the American Electronics Association in its *Cyberstates 4.0* publication (45

SICs, primarily in the computer hardware, software, and communications industries). In IT employment, Louisiana ranks 36th among the states, accounting for only one half of one percent of the nation's IT employment.

Louisiana ranked 42nd among the states in 1998 in average annual IT wages ($39,926), which were 45 percent below the national average of $57,701. Still Louisiana's average IT wages were 52 percent greater than Louisiana's overall average wage per job ($26,161) – an indication of the significance of targeting jobs in the IT sector.

Wages are related to workforce skills, and technology-based companies require trained and educated workers. Louisiana ranked 50th among the states in associate degrees granted as a percent of the 18-24 year old population (1996-97), 43rd in the percent of the population that has completed high school (1998), 36th in total bachelor's degrees granted as a percent of the 18-24 old population (1996-97), and 45th in the percent of the civilian work force with a recent masters degree in science of engineering (1997). However, the State ranks much higher – 15th -- in the percent of bachelor's degrees granted in science and engineering (1996-97).

What's Driving Louisiana's Economy Today?

Table 2 illustrates that manufacturing, retail trade, and services account for 67 percent of employment, but only for 61 percent of annual pay. Of these key employment sectors, only manufacturing contributes a greater percentage of annual pay (17%) than percentage of employees (12%), indicating that manufacturing wages are relatively higher than wages in other sectors. The services sector pays somewhat less than its share based on employment, and annual pay in the retail sector is dramatically less, accounting for 22 percent of employees and only 11 percent of annual wages. These numbers are in line with national data that show relatively higher wages for manufacturing and lower wages for the services and retail sectors.

Table 2
Employment and Annual Pay by Sector, 1997

Industry	Employees (Percent of Total)	Annual Pay (Percent of Total)
Agricultural	**1%**	**<1%**
Mining	**4%**	**7%**
Construction	**8%**	**8%**
Manufacturing	**12%**	**17%**
Transportation & Public Utilities	**7%**	**9%**
Wholesale Trade	**6%**	**7%**
Retail Trade	**22%**	**11%**
Finance, Insurance, & Real Estate	**5%**	**7%**
Services	**36%**	**33%**

Source: U.S. Department of Commerce, Bureau of the Census, County Business Patterns, 1997 data

Key Manufacturing Sectors

While the manufacturing sector accounts for only about 12 percent of employment, it produces 17 percent of annual pay. As a sector, it accounts for the highest wages and salaries, and serves as the basis for the performance of many other sectors, such as wholesale, retail, construction, and services.

Table 3 provides information on the relative importance of key manufacturing sectors in Louisiana. Six sectors stand out, accounting for 65 percent of manufacturing employment, 75 percent of payroll, and 84 percent of value added by manufacture. Value added by manufacture is considered the best available measure of the relative economic importance of manufacturing sectors in a geographic area.

Table 3
Manufacturing Employees, Payroll, and Value Added By Manufacture
Key Sectors in Louisiana

	Value Added By Manufacture (Percent of Total)		1997 Employees (Percent of Total)	1997 Payroll (Percent of Total)	1997 Establishments (Percent of Total)
	1992	1997			
Chemical Mfg	43%	40%	17%	26%	7%
Petroleum Mfg	17%	19%	6%	11%	2%
Paper Mfg	7%	9%	7%	8%	2%
Transportation Equipment Mfg	7%	5%	13%	13%	5%
Food Mfg	5%	8%	10%	7%	11%
Fabricated Metal Product Mfg	5%	<5%	12%	10%	19%

Source: 1997 Economic Census, Manufacturing – Geographic Area Series (issued 5/8/00) and 1992 Census of Manufacturers

The data in table 3 demonstrate that in 1997, manufacturing in Louisiana remained dominated by the petrochemical industry, with chemical manufacturing and petroleum manufacturing (primarily refining) accounting for 60 percent of value added by manufacture, 23 percent of employees, and 37 percent of payroll. Paper manufacturing and transportation equipment manufacturing (which is dominated by shipbuilding) were also important.

The 1997 data indicate that Louisiana remains highly dependent on two manufacturing sectors (chemicals and petroleum) for its value added production. However, it is important to note that in many cases the manufacturing companies in these industries are sophisticated technology companies. They use technology to gather and process information, control processes, purchase products and services, track shipments, and conduct business around the world. They have encouraged, and in some cases required, their local suppliers to upgrade to new technology and production practices, thereby pushing technology into the smaller companies.

While these industries are valuable to the State, significant growth is not expected in these sectors. Outside of manufacturing, much of Louisiana's workforce is employed in low paying jobs in industries with limited growth potential. The need to diversify the economy is apparent; and as a result, the State has targeted six growth areas that pay higher than average wages in growth industries. Each of the targeted sectors is related to the key industry sectors in Louisiana.

DIVERSIFICATION AND TARGETED SECTORS

Diversification can and should be based on existing strengths. Each of the six targeted technology sectors (information technology, medical/biomedical, micromanufacturing, environmental technologies, food technologies, and advanced materials) can contribute to increases in productivity and innovation in the key industry sectors operating in Louisiana as well as create new sectors in emerging industries. Louisiana's existing industries, as well as the target area, will benefit from investments in the target technology-based areas.

For example, petrochemical companies, oil and gas producers, paper manufacturers, and shipbuilders are major users and purchasers of information technology products and services. These firms are also important users of new advanced materials that provide solutions in production lines and plants. They purchase environmental technologies and services (and have in fact been the basis for this relatively new industry in Louisiana), and micromanufacturing will soon offer opportunities for new types of solutions to create even greater efficiencies, thereby improving competitive positions.

Similarly, the healthcare industry can benefit substantially from the targeted medical/biomedical sector. The healthcare, medical, and biomedical sectors stand to benefit from the development of new microdevices and materials. Information technologies are critical to the growth and development of the medical and biomedical sectors.

Agriculture and food processing sectors will benefit from the development of new food technologies, information technologies that improve efficiencies and change business practices, biotech solutions, and improved testing, monitoring, and production efficiencies using new microsystems.

Vision 2020 challenges Louisiana to create a vibrant, self-sustaining economy that stimulates and nourishes a culture of innovation. By building on the existing strengths of the traditional economic sectors, while encouraging the development and growth of the targeted emerging industries, the resulting economic diversification will produce higher paying jobs and will enable Louisiana to participate fully in the New Economy.

This year, the Council's recommendations focus on eight general areas: agribusiness; culture, recreation, and tourism; diversification; education and workforce training; environmental, infrastructure; science and technology; and taxation and revenue.

For more information related to trends and indicators for key sectors and targeted sectors, refer to Appendix G.

ACTION PLAN 2001: THEMES FOR IMPLEMENTATION

The Council's 16 recommendations included in *Action Plan 2001* reveal four primary themes that capture the overall direction the Council believes to be fundamental to achieving *Vision 2020* goals at the present time. All of the recommendations are related to one or more of the following themes that provide the context for the Council's *Action Plan 2001* recommendations: 1) Education; 2)IT infrastructure; 3) Coordination; and 4) Resources.

Education

Education is the primary focus of *Vision 2020*. The first goal calls for Louisiana to become a *Learning Enterprise,* an entity which values knowledge and treats the pursuit and utilization of that knowledge as its most important business. Many of the objectives and benchmarks are designed to improve education at all levels in Louisiana. Although strides have been made toward raising standards and levels of achievement for K-12 students, much work needs to be done to bring academic performance to the national average.

Funding for colleges and universities has been increased during the last few years and the Louisiana Community and Technical College System (LCTCS) has been created to provide education and advanced training. Our institutions of higher education present tremendous opportunities for the advancement of every citizen in Louisiana and also for the economy.

In *Action Plan 2000*, the Council recognized education as the most important area affecting our State's long-term performance in achieving all three *Vision 2020* goals. It is the factor that underlies and affects nearly every initiative. Any State's educational resources and achievements are directly related to economic development as the New Economy thrives on knowledge, innovation, and highly trained people.

Access to scientific and applied research and development resources and capabilities are often primary requirements for technology-based startup and expanding firms that are dependent on producing a constant stream of innovative products and services. Our universities play a fundamental role in educating graduates that will in turn become the highly technical workforce demanded by technology-based businesses. Access to research capabilities by these startup and growing businesses can also be an important factor in the creation, recruitment, and retention of technology-based firms. In addition, we should not forget that many of Louisiana's traditional industries are highly technical and use sophisticated technologies in their manufacturing and business processes. Many of the scientists and engineers, programmers, and IT specialists produced by universities are in demand by our traditional industrial base as well as by emerging firms in target technology areas.

Developing a highly trained, capable, adaptable workforce with the knowledge and skills to participate in today's knowledge-based economy remains a key element in advancing our State's economy. Our success depends entirely on the value our citizens place on education, the resources the State devotes to education, and the performance of our educational institutions in their particular roles.

The Council firmly believes that improvements in education at all levels must be addressed comprehensively and thoroughly before significant progress can be made in many areas, including economic development and the quality of life that is available to our citizens now and in the future. In recognition of the underlying importance of education to achieving all three *Vision 2020* goals, the Council has carried forward all four recommendations made in the area of Education and Workforce Training in last year's action plan into *Action Plan 2001,* and has added one relating to at risk pre-kindergarten students.

IT Infrastructure

The need for the State to act as a catalyst in providing the physical networks for transmitting digitized information is a key factor in Louisiana participating to the maximum extent possible in the New Economy. This theme, initially developed in *Action Plan 2000*, has been carried forward and expanded this year. It is imperative that the State becomes proactive in making policy changes and encouraging investments that will position Louisiana governmental agencies, educational institutions, local governments and communities, businesses, and citizens to have access to the level of IT infrastructure needed to promote economic growth. The Infrastructure Task Force developed several strategies to expand on previous Council recommendations in this area, including the necessity of hiring a Chief Information Officer this year to guide and coordinate State efforts in this area that is critical to the State's economic future.

Coordination

The theme of coordinating State efforts to gain greater efficiencies in operational strategies emerged as a primary thrust this year and is explicit or implied in many of the Council's recommendations in *Action Plan 2001.* It is worth noting that in almost all cases, there is a strong message that coordination among State agencies is important and in certain areas can be expected to maximize economic opportunities; however, there also emerged a strong interest in encouraging increased coordination of State efforts and resources with those of the private sector. There is a firm understanding that economic development occurs properly in the private realm and is measured by the creation and growth of firms, jobs, and payrolls; however, the State can and does act as an important catalyst and moves to create incentives to fill gaps that have not been met by the private sector. Consequently, the corollary theme of public/private partnerships as either formal or informal mechanisms to stimulate economic development is recognized as an important and necessary tool in achieving success.

Recommendations from various task forces include many strategies for coordination of State and private resources as appropriate to achieve progress and to create synergies. Both the Agribusiness and the Culture, Recreation, and Tourism task forces recommend building on the strengths of these two strong traditional industries in Louisiana by encouraging closer coordination with economic development professionals to achieve efficiencies and to expand opportunities. Both of these task

forces also emphasize the importance of using technology to achieving progress in these traditional sectors, indicating the presence in Louisiana of a trend that is consistent nationwide: technology – its development and use – is a critical driver in the economy.

The Infrastructure and Science & Technology task forces also present recommendations that emphasize coordination of existing resources to leverage additional resources in both the public and private realms. In both of these areas, the relationship between the State acting as a catalyst by providing resources to create incentives in the private sector is evident. The Infrastructure recommendation focuses directly on leveraging State resources to encourage private sector investments. Four recommendations by the Science & Technology Task Force emphasize coordinating efforts and several necessarily involve strengthening public/private relationships in order to advance technology initiatives in Louisiana.

Resources

The fourth general theme expressed through Council recommendations involves the commitment and use of resources. The Council fully recognizes that resources are necessary to carry forward each of its recommendations. However, while several of the recommendations would require significant strategic investments by the State itself or in partnership with the private sector, funding is not the only, nor necessarily the predominant, resource required to implement many of the recommendations. The Council consistently favors examining existing expenditures, redirecting budgets to achieve specific goals and objectives, and making investments in the areas that most directly affect the goals expressed in *Vision* 2020 and Louisiana's economic performance now and in the future, as illustrated in the Council's recommendation to reform the State's tax system.

With respect to developing the State's IT infrastructure, task force members expressed their view that a reallocation of existing funds could be a method to finance recommended improvements, and that in the long-term, the State would actually achieve cost-savings through productivity gains as a result of a coordinated plan of action. Leveraging resources emerged as important to two recommendation made by the Environmental Task Force directed at preserving and developing vital natural resources.

In other areas, qualified personnel and information were identified as important resources for achieving strategic goals. Two recommendations involve hiring professionals for important functions: (1) a Chief Information Officer to guide the State's efforts in managing strategic investments in IT infrastructure; and (2) economic development marketing professionals experienced in recruitment efforts, particularly in the targeted technology cluster areas. In order to hire qualified, experienced personnel in these areas, adequate funding will be required.

The Council's recommendation to form a coordinating entity to advance technology initiatives and to build the business community in targeted technology areas would also require funding; however, this entity would serve as a focal point and a resource itself to the State in attracting, creating, and growing the targeted technology clusters. An additional recommendation focuses on the need to investigate alternative methods to generate seed capital resources for Louisiana technology-based startup companies, which is also a critical resource that must be available if Louisiana expects to diversify and expand our economic base.

THE RECOMMENDATIONS

The Council's *Action Plan 2001* recommendations are presented on the following four pages. Detailed information on each of these recommendations, including the applicable goal, objectives, benchmarks, strategies, action plans, benefits, costs, funding source, and implementing agency(s) are included in Appendix A. If there are no applicable *Vision 2020* benchmarks, new benchmarks have been proposed. Although the new benchmarks have not been formally adopted, the Council may elect to add these benchmarks to those it monitors on an annual basis.

ECONOMIC DEVELOPMENT ACTION PLAN 2001 RECOMMENDATIONS

Agribusiness

Expand State efforts to establish and to coordinate technology transfer efforts, information, promotion, and marketing of agricultural developments that may present an economic opportunity to expand agribusiness in Louisiana

Culture, Recreation, and Tourism

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry

Diversification

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy

Education & Workforce Training
Workforce Training
Technology

Develop a strategic plan and implement available programs for universities, community and technical colleges and secondary schools to provide training for jobs in the targeted technology areas in order to train a qualified workforce for technology-based companies requiring skilled employees

Education & Workforce Training
K-12 Funding

Redirect K-12 funding to classrooms to increase K-12 teacher salaries to maintain quality certified teachers and to make education a career of choice for bright young people, so as to improve the educational performance of Louisiana students

Education & Workforce Training
K-12 Accountability

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students

Education & Workforce Training
Higher Education

Energize higher education funding for excellence in the classrooms and research leadership and increase higher education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

Education & Workforce Training
Pre-Kindergarten

Increase funding for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies by high school graduation

Environmental
Atchafalaya Basin

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

Environmental
Coastal Preservation

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations

Infrastructure
Information Technology

Leverage the State's new fiber optic assets to assure that State and local governments, universities, schools, and where necessary, the business community have access to state-of-the-art, world-class, high-speed connectivity

Science & Technology
Technology Authority

Establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in V*ision 2020*

Science & Technology
Wet Lab Incubators

Develop three wet-lab technology incubators in the south, middle, and northern part of the State in order to establish the necessary physical infrastructure that will support emerging biomedical/biotechnology companies in Louisiana

Science & Technology
Technology Resources

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing

Science & Technology
Seed Capital

To devise innovative programs that target the majority of equity investment dollars to seed funding of early stage and start-up technology businesses

Tax and Revenue

Create a revenue-neutral, reformed tax system for Louisiana that will be broader-based, fair, and equitable for citizens and business.

ACCOUNTABILITY

Act 30, first extraordinary session of 1996, requires benchmark targets at five- year intervals, as well as annual updates of the benchmark data. The Council and the appropriate State agencies and offices are thereby required to monitor progress on an ongoing basis.

The Economic Development Council has established a process to provide for ongoing monitoring of the annual action plan recommendations and the *Vision 2020* benchmarks during the implementation phase for *Louisiana: Vision 2020.*

STATUS REPORTS

Beginning with Action Plan 2001, status reports will be included in the Council's annual action plan each year. The purpose of the Status Reports is to track the progress that is made with respect to recommendations, strategies and action plans. Implementing agencies prepare these reports, which describe the progress made and obstacles that were encountered by the appropriate agency in implementing each recommended strategy during the previous year. By this method, the Council has access to immediate feedback regarding progress and initiatives that may need to be undertaken to achieve *Vision 2020* goals and objectives.

Status Reports provided by implementing agencies are included in Appendix B.

BENCHMARKS

Vision 2020 benchmarks are updated annually and monitored by the Council, working with its task forces and the agency liaisons. Guidelines for benchmarking and preparation of recommendations, strategies, and action plans are distributed by the Council to task force chairs and agency liaisons from each of the 14 agencies and offices with responsibilities for updating benchmarks using the most current available data.

Updated benchmark data is critical to the Council's ability to monitor trends in a timely and efficient manner. Some agencies have expressed concern that some benchmarks might not be appropriate. The Council is reviewing methods to address these concerns. Agencies are encouraged to integrate appropriate benchmarks into their annual strategic plan.

Updates of the *Vision 2020* Benchmarks table are contained in Appendix C. Appendix D presents more detailed information on benchmarks.

APPENDIX A

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

RECOMMENDATIONS

Category: Agribusiness

Action Plan 2001 Recommendation:

Expand State efforts to establish and to coordinate technology transfer efforts, information, promotion, and marketing of agricultural developments that may present an economic opportunity to expand agribusiness in Louisiana

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.2: To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries through agribusiness
2.11: To increase university and private sector research and development particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.2.2: Value added (in billions)	$4.4 (1996)	$4.9 (1999)	$6.6	$16.6
2.2.3: Total number of agribusiness firms	14,817 (1994)	4,591 (1997)	16,941	21,181
2.11.2: Research and development expenditures in the non-formula area of agriculture	$66.7 (1999)	$66.7 (1999)	$76.0	$122.8

*Most recent data available

Strategies:

Program

Strategy 1: Develop a strategic plan that includes appropriate Louisiana universities involved in agriculture and the agricultural industry to identify, attract, and assist agribusiness firms in technology transfer and commercialization efforts by July, 2001

Action Plan:
1. Identify opportunities to facilitate agribusiness development
2. Form advisory group of interested parties
3. Develop plan
4. Secure approval of necessary entities

Strategy 2: Develop a strategic plan to facilitate university technical assistance and expedite high priority research and development agribusiness projects

Action Plan:
1. Establish a working group of industry representatives to work with appropriate university representatives to develop a plan to allow the allocation of funds to the universities for the conduct of high priority agribusiness research and development
2. Develop a plan including in its development inputs from the Louisiana Board of Regents and appropriate bodies of the Louisiana Legislature

Benefits:
- Recognizes increased opportunities that the numerous renewable natural resources of agriculture, forestry, and fisheries present
- Produces high value products to enhance Louisiana economy
- Capitalizes on opportunities to increase the number of small manufacturing and processing firms in Louisiana
- Increases export of value added products from Louisiana

Cost: TBD

Implementing Agency: Department of Agriculture and Forestry, Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.2	2.2.1: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.4: Total employment in agribusiness firms
2	2.2	2.2.5: Total value of agricultural exports (in millions)
2	2.6	2.6.1: Research and development expenditures per capita
2	2.6	2.6.2: Number of startups formed based on technologies developed at Louisiana universities
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of Louisiana firms in targeted diverse industries
2	2.10	To provide effective mechanisms for industry access to university-based technologies and expertise
2	2.11	2.11.1: Research & development expenditures by doctoral granting institutions (in millions)
2	2.11	2.11.2: Research & development expenditures in the non-formula area of agriculture
3	3.1	3.1.1: Per capita income

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Culture, Recreation, and Tourism

Action Plan 2001 Recommendation:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):
1.8: To improve the efficiency and accountability of governmental agencies
2.1: To build upon the successes of Louisiana's existing economic strengths

Benchmark(s):

Benchmark	Base	Update*	2003	2018
To be determined		**To be set**		

*Most recent data available

Strategies:

Program

Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by June 30, 2001

Action Plan:
1. Coordinate with State agencies to develop an inventory of international initiatives
2. Evaluate effectiveness of international endeavors
3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives

Strategy 2: Employ the Internet to link State and local economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State

Action Plan:

1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public
2. Coordinate website development efforts between departments to reduce duplication of efforts
3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors

Benefits:

- Maximizes State resources, particularly in international marketing efforts
- Reduces redundancy of State agencies
- Incorporates the expanded use of technology in agencies and other entities
- Provides opportunities to enhance economic development efforts by capitalizing on a thriving tourism and convention business
- Provides opportunities to enhance the tourism and convention industry by capitalizing on economic development activities by other agencies and entities
- Increases the number of retirees in the State
- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate and expand in Louisiana, particularly technology companies
- Increases the number of technology businesses in Louisiana
- Increases incomes in Louisiana

Cost: TBD

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Department of Economic Development, and Department of Agriculture and Forestry

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark*
2	2.6	2.6.3: Business vitality rank (nationally)
2	2.7	2.7.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)
3	3.6	3.6.1: Number of visitors to Louisiana
3	3.6	3.6.2: Visitor Spending

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Diversification

Action Plan 2001 Recommendation:

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.7.1: Number of firms in targeted diverse industries.		**To be set**		

*Most recent data available

Strategies:

Budgetary

Strategy 1. Begin efforts to support the targeted technology seed clusters by hiring a marketing professional for each of the targeted seed clusters

Action Plan:
1. Secure approval of appropriate governing officers
2. Provide a job description for each professional position in the targeted seed cluster
3. Obtain approval from the Louisiana Civil Service authority for each specific job
4. Form a search committee comprised of experts in each of the targeted seed clusters to establish individual professional criteria
5. Establish qualifications subject to the Louisiana Department of Economic Development Secretary's approval
6. Search Committee interviews qualified applicants and makes recommendations to Secretary of Department of Economic Development
7. Secretary of Department of Economic Development will make selection to fill positions

Program

Strategy 1. Conduct an inventory to identify businesses in the targeted seed clusters to assess opportunities for growth and expansion of cluster groups

Action Plan:

1. Establish specific definition for each targeted seed cluster and utilize North American Industrial Classification Codes (NAICS) to categorize each business in targeted cluster
2. Commission the Office of Policy and Research, Department of Economic Development with the task of inventorying and identifying businesses within the targeted seed clusters
3. Create a method for continued assessment of each cluster and results of growth from a specific base of companies defined by the Department of Economic Development

Benefits:

- Diversifies the State's industrial base
- Promotes growth of targeted technology sectors in Louisiana
- Increases the State's capacity to attract and recruit technology businesses

Cost: TBD

Implementing Agency: Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark*
1	1.6	1.6.3: Percentage of Louisiana residents who have graduated from a four-year college or university
1	1.6	1.6.4: Percentage of residents who have graduated from a two-year technical or community college
2	2.6	2.6.1: Research and development expenditures per capita (percent of national average)
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.10	2.10.1: Annual licensing revenues received by all universities (in millions)
2	2.11	2.11.1: Research and development expenditures by doctoral granting institutions (in millions)
2	2.12	2.12.1: Science and engineering bachelors' degrees
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2 Unemployment rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
Workforce Training
Technology

Action Plan 2001 Recommendation:

Develop a strategic plan and implement available programs for universities, community and technical colleges and secondary schools to provide training for jobs in the targeted technology areas in order to train a qualified workforce for technology-based companies requiring skilled employees

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:
1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
2.14: To produce more flexible, adaptable, and innovative technicians for industry

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Number of certified, trained university graduates in targeted areas		**To be set**		
Number of certified, trained community & technical college graduates in targeted areas		**To be set**		
Number of high school graduates with certifications in targeted areas		**To be set**		

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

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Strategies for Postsecondary Education

Program

Strategy 1: Determine the most effective and efficient use of existing resources

Action Plan:
1. Approval of Master Plan for Postsecondary Education is anticipated at the March 22, 2001, Board meeting
   Components of the Master Plan include:
   Formula Revisions (adopted FY 1999-2000)

Goal/Objectives/Targets
Admission Criteria Model
Role, Scope and Mission

2. Implementation and Promotion of Master Plan for Postsecondary Education
3. Continued coordination with the Workforce Commission and the state- wide, industry-based certification and credentialing workgroup on developing an inventory of nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State

Strategies for Secondary Schools

Program

Strategy 1: Develop a coordinated plan for the secondary schools to be implemented in January 2001

Action Plan:

1. Continue to work collaboratively with the Community & Technical College Board to continue the work initiated in 2000
2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)

Strategy 2: Implement available job certification programs in the secondary schools

Action Plan:

1. Continue to work collaboratively with Workforce Development to secure an information technology grant to further implement IT programs in secondary schools throughout the State

Benefits:

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates

Cost: No additional funding needed at this time

Implementing Agencies: Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.3	1.3.2: Average Louisiana per pupil spending
1	1.6	1.6.4: Percentage of residents with degrees from a 2-year community/technical college
1	1.7	To have a business community dedicated to the ongoing education of its employees
2	2.1	To build on existing economic strengths- existing industries
2	2.4	To develop & implement a strategic plan for improvement of LA's IT infrastructure
2	2.6	To increase the formation, growth, and survival rates of technology-driven companies
2	2.7	To diversify Louisiana's economy through strategic investments in targeted technology areas
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.2.3: Poverty rate ranking (among the 50 states)
3	3.2	3.3.4: Poverty rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
K-12 Funding

Action Plan 2001 Recommendation:

Redirect K-12 funding to classrooms to increase K-12 teacher salaries to maintain quality certified teachers and to make education a career of choice for bright young people, so as to improve the educational performance of Louisiana students

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.3: To increase the amount of funding available to adequately support Louisiana's educational system

Benchmarks:

Benchmark	Base	Update*	2003	2018
Percentage of 3rd graders reading on or above the 3rd grade level as measured by the Fall assessment	77% (1999)		82%	90%
1.3.1:Average K-12 teacher salary (national rank)	47 (1997)	43 (1998-99)	40	20
Number of K-12 certified teachers				
1.2.8: Percentage of high school students scoring at/above "basic" on LEAP 21	2001 Not yet tested			

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategies:

Budgetary

Strategy 1: Implement 3-year schedule to reach 2003 target for the percentage of 3rd graders reading at the 3rd grade level as measured by the Fall assessment

Action Plan:

1. Continue to fund and implement the K-3 Reading and Math Program through 2003
2. Track the reading performance of a selected sample of children participating in this program through middle school to determine long range program benefit, as it relates to academic performance
3. Redirect state and federal funding services to focus on schools in greatest need by targeting improvement in reading and math scores
4. Seek reinstated funding of K-3 Reading and Math Initiative

Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries

Action Plan:

1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average
2. Implement a revised and reasonable State teacher salary schedule
3. Convene a study commission to determine additional or alternative ways funds/ benefits can be used to increase K-12 teacher salaries towards the national rank target

Program

Strategy 1: Implement priority planning to insure instruction targets reading, math, science, & computer programs

Action Plan:

1. Focus on reading results in grades K-3 until performance is acceptable, then implement alternative priority subject programs
2. Develop and implement a State school improvement process that directs planning toward improved student learning
3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources

Strategy 2: Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005

Action Plan:

1. Provide information as requested to those involved in developing a plan for merit pay raises

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expanded resources for students

- Increased opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- School system more attractive to parents, business, and industry
- Progress in overall quality of education
- Attracts and retains most qualified teachers
- Rewards performance based on merit
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund and local LEA funding

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1 - Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.3 - Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4 - Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5 - Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6 - Percentage of 8th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.7 - Percentage of 9th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.9 - Louisiana's average ACT score
1	1.4	1.4.1 - Adults reading above the 8th grade level
1	1.6	1.6.1 - Residents, ages 18-25, with high school degree or GED
1	1.6	1.6.2 - Residents, over age 25, with high school degree or GED
1	1.6	1.6.3 - Residents who have graduated from a 4-year college or university
1	1.6	1.6.4 - Residents who have graduated from a 2-year community or technical college
3	3.1	3.1.1 - Per capita income
3	3.1	3.1.3 - Average annual pay ranking
3	3.2	3.2.1 - Unemployment rate ranking
3	3.2	3.2.2 - Unemployment rate by region
3	3.2	3.2.3 - Poverty rate ranking
3	3.2	3.2.4 - Poverty rate by region
3	3.3	3.3.1 - Index crime rates
3	3.7	3.7.4 - Children in poverty

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Research Notes: The Council is aware that there are mixed research results with regard to the effect of increased per pupil spending on student performance. Major factors with regard to school performance are often result of the principal and parent involvement in schools. The national research in this area needs to be reviewed. Motivational strategies may need to be developed to work with principals and teachers based on research results.

Category: Education & Workforce Training
K-12 Accountability

Action Plan 2001 Recommendation:

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students

Vision 2020 Goal: One **-** The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

Benchmarks:

Benchmark	Base	Update*	2003	2018
Number of K-12 certified teachers		**To be set**		
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system		**To be set**		

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them it the future

Strategies:

Legislative

Strategy 1: Louisiana Economic Development Council addresses the Louisiana Legislature in support of the accountability program

Program

Strategy 1: Conduct a statewide effort to inform Louisiana citizens of the expectations and benefits of the accountability program

Action Plan

1. Regional Forums: Conduct Regional Informational meetings with awareness presentations on Student and School Accountability
2. Focus Groups: With parents, business, and community groups with information regarding state assessments and school performance scores
3. P.S.I.: Prepare Radio spots highlighting strengths and gains in student and school performance
4. Louisiana School Boards Association: Prepare and present an overview of school accountability and the state assessment system for representatives of school boards statewide
5. Forums and Conferences: Prepare accountability/assessment overviews and present at state level conferences focused on schools, businesses, and communities
6. Flyers and Newsletters: Work with Business and Industry and prepare flyers and newsletters regarding high school accountability relative to PreGED/Skills Option Program and preparation of students for transition from school-to-work

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- Makes school system more attractive to parents, business, and industry
- Improves overall quality of education
- Attracts and retains most qualified teachers
- Rewards performance based on merit
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund and local LEA funding

Implementing Agency (Office): Louisiana Economic Development Council

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.3 - Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4 - Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5 - Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6 - Percentage of 8th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.7 - Percentage of 9th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.9 - Louisiana's average ACT score
1	1.4	1.4.1 - Adults reading above the 8th grade level
1	1.6	1.6.1 - Residents, ages 18-25, with high school degree or GED
1	1.6	1.6.2 - Residents, over age 25, with high school degree or GED
1	1.6	1.6.3 - Residents who have graduated from a 4-year college or university

1	1.6	1.6.4 - Residents who have graduated from a 2-year community or technical college
3	3.1	3.1.1 - Per capita income
3	3.1	3.1.3 - Average annual pay ranking
3	3.2	3.2.1 - Unemployment rate ranking
3	3.2	3.2.2 - Unemployment rate by region
3	3.2	3.2.3 - Poverty rate ranking
3	3.2	3.2.4 - Poverty rate by region
3	3.3	3.3.1 - Index crime rates
3	3.7	3.7.4 - Children in poverty

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Education &Workforce Training
Higher Education

Action Plan 2001 Recommendation:

Energize higher education funding for excellence in the classrooms and research leadership and increase higher education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.3: To increase funding available to adequately support Louisiana's educational system

Benchmark(s):

Benchmark	Base	Update*	2003	2018
1.3.1: Average Louisiana teacher salary for higher education (% of national average)	82% (1997-98)	84% (1998-99)	89%	110%
1.3.2: Average Louisiana per pupil spending for higher education (national rank)	47 (1994-95)	47 (1994-95)	40	20

*Most recent data available

Note: Higher Education is defined as all postsecondary education, including education at community and technical colleges, colleges, and universities

Strategies:

Budgetary

Strategy 1: The Board of Regents shall continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for pupil spending for higher education

Action Plan:
1. Implementation and promotion of the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Strategy 2: The Board of Regents shall continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for average teacher salary for higher education (percent of national)

Action Plan:

1. Implementation and promotion of the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- Increases ability to attract & retain the most qualified teachers
- Leads to attraction of high caliber students who may remain in Louisiana
- Leads to increased research dollars
- Increased research funding leads to increased technology development

Cost: TOTAL $220 Million

	1999-2000	*2000-2001*	*2001-2002*	*2002-2003*	*2003-2004*
Fac./Prof. Salaries (In Millions)	20	90	50	30	30

Funding Source: State

Implementing Agency: Board of Regents and Management Boards

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.6	1.6.3: Residents who have graduated from a 4-year college or university
1	1.6	1.6.4: Residents who have graduated from a 2-year community or technical college
2	2.6	2.6.1: Research and development expenditures
2	2.6	2.6.2: Startups based on technologies developed at Louisiana universities
2	2.6	2.6.3: Business vitality rank
2	2.11	2.11.1: Research & development expenditures by doctoral granting institutions
2	2.11	2.11.2: Research & development expenditures in agriculture
2	2.12	2.12.1: Science & engineering bachelors' degrees awarded
2	2.13	To attract and retain distinguished researchers
2	2.14	To produce more flexible, adaptable, and innovative technicians for industry
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks

Research Notes: Regarding Benchmark 1.3.1, for the past five years, the Southern Region Education Board (SREB) states have increased their support to higher education 5% annually. Based on

this research, it is the opinion of the Board of Regents that in order for Louisiana to reach the SREB average* for Faculty and Professional salaries, we needed to allocate $220 million dollars to Faculty and Professional Salaries over the next 5 years.

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The Board of Regents acknowledges that even though the increase in funding in this area will raise faculty and professional salaries to the SREB average, we are unable to determine what our State's status will be on a national average.

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The Council does not believe that a high level of per pupil spending automatically creates high student achievement, but is concerned that higher education continues as a State priority. The extent to which education is a priority can be in part measured by investment in education by all levels of government.

Category: Education & Workforce Training
Pre-Kindergarten

Action Plan 2001 Recommendation:

Increase funding for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies by high school graduation

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.2: To raise levels of language & computational competencies by high school graduation

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Percentage of students entering kindergarten scoring in the upper half of the percentile range as indicated by the State approved kindergarten screening instruments	Est 35% (1997)		45%	95%
Percent of at-risk preschool (4 year old) children being served by DOE preschool programs	37% (1998)		50%	95%

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategies:

Budgetary

Strategy 1: Implement 3-year schedule to reach 2003 target for the percent of at-risk four-year old students that are served by a DOE preschool program

Action Plan:
1. Increase funding for the 8(g) Early Childhood program from the $6.6 million serving 3,143 students to levels sufficient to meet the 2003 and the 2018 performance targets
2. Increase funding for the Starting Points Preschool Federal program from the $5.0 million serving 1,640 students to levels sufficient to meet the 2003 and the 2018 performance targets
3. Increase funding for the Title 1 Preschools Federal program from the $27.9 million serving 9,300 students to levels sufficient to meet the 2003 and the 2018 performance targets

4. Increase funding for the Even Start Preschool Federal program from the $0.3 million serving 73 students to levels sufficient to meet the 2003 and the 2018 performance targets

Strategy 2: Increase funding to preschool programs to increase the percent of children entering kindergarten that are scored in the upper half percentile range on one of the four State approved kindergarten screening instruments

Action Plan:
1. Secure funding at adequate levels to minimally address all at-risk pre-k children
2. Develop additional preschool programs to serve the remaining at-risk four year olds that are not currently being served

Program

Strategy 1: Develop comprehensive plan for providing pre-K education for all four year old, at-risk children by January 2002

Action Plan:
1. Review/study current pre-K programs and spending patterns to determine which agencies/programs appear most effective
2. Make recommendations by January 2002 as to program modifications

Benefits:
- Produces workforce capable of competing in the New Economy
- Children are better prepared for kindergarten
- Children are better able to perform at or above grade level
- Lowers dropout rate

Cost: Current cost - State 8(g) funds = $6.65 million; Federal funds = $33.1 million.
Cost of new programs to be determined

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 2nd graders reading at 2nd grade level
1	1.2	1.2.3: Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4: Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5: Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6: Percentage of 8th graders with composite scores at/above "basic" on LEAP 21
1	1.2	1.2.7: Percentage of 9th graders with composites scores at/above national average on Iowa Tests
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on LEAP 21

3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.3: Poverty rate ranking
3	3.2	3.2.4: Poverty rate (by region)
3	3.3	3.3.1: Index crime rate

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Research Notes: Approximately two-thirds of at-risk four year olds in Louisiana are not served by existing programs. There are currently no State General Fund dollars supporting pre-kindergarten education.

Legislature is introducing legislation to fund programs for all Louisiana 4-year old at-risk students

Category: Environmental
Atchafalaya Basin

Action Plan 2001 Recommendation:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:
3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values
3.6: To support and expand the tourism industry throughout the State

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Acreage protected, restored, improved or opened for public access		**To be set**		
Number of recreational and tourism facilities constructed and opened		**To be set**		

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategies:

Program

Strategy 1. Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.

Action Plan:
1. Coordinate plan developments with appropriate Federal agencies
2. Secure Federal and State approvals for projects.
3. Submit plans, as appropriate, to appropriate legislative committees

.

Benefits:
- Preserves unique ecosystem
- Maintains important floodway
- Opens area for recreation and tourism opportunities
- Leverages State funds

Cost: TBD

Funding Source: State

Implementing Agency: Department of Natural Resources

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark*
3	3.5	3.5.1: Amount of State-owned lands for natural resources management
3	3.5	3.5.2: Louisiana Species
3	3.6	3.6.1: Number of visitors to Louisiana
3	3.6.	3.6.2: Visitor spending

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Environmental
Coastal Preservation

Action Plan 2001 Recommendation:

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objective:

3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values.

Benchmark(s)

Benchmark	Base	Update*	2003	2018
3.55: Cumulative acres of coastal wetlands loss that will be prevented by projects constructed to date	8,985 (1998)	**To be set**	44,925	179,700
Cumulative acres of coastal wetlands loss that will be prevented by projects authorized to date	14,975 (1998)	**To be set**	74,875	299,500
**Square miles at current funding levels	13 (1997)	7	90	247
**Square miles if *Coast* 2050 is implemented	13 (1997)	13	90	450

*Most recent data available
**As these benchmarks currently appear prior to the modifications

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future. Upon adoption, the proposed benchmarks may replace existing benchmarks.

Strategies:

Strategy 1. Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

Action Plan:

1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward *Coast 2050* strategies

2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond
3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement *Coast 2050*, including passage of the CARA bill
4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress

Benefits:

- Addresses Louisiana's coastal wetlands and barrier island loss, which currently is approximately 35 square miles per year
- Elevates wetlands conservation and restoration to a position of high visibility and action
- Restores and preserves coastal resources in order to maintain the viability and the existence of residential, agricultural, and economic development in coastal Louisiana and south Louisiana's rich cultural heritage
- Preserves this unique ecosystem and the wildlife and fisheries resources which are dependent upon it for their survival
- Leverages the State's financial resources

Cost: TBD

Funding Source: State, Federal and Private

Implementing Agency(s): Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.5	3.5.1: Amount of State-owned lands for natural resources management
3	3.5	3.5.2: Louisiana Species
3	3.6.	3.6.2: Visitor spending

Category: Infrastructure
Information Technology

Action Plan 2001 Recommendation:

Leverage the State's new fiber optic assets to assure that State and local governments, universities, schools, and where necessary, the business community have access to state-of-the-art, world-class, high-speed connectivity

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
1.8 To improve the efficiency and accountability of governmental agencies
2.4 To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Percent of Louisiana residences and businesses with DSL equivalent connectivity available		**To be set**		
Number of Tier One Internet Gateways located in Louisiana		**To be set**		
Percent of public college and university research facilities connected to an optically switched, fiber borne research network which in turn is directly connected into a Tier One Internet Gateway		**To be set**		
Percent of State agency offices connected to an Internet Protocol (IP) voice, data, and video network		**To be set**		

***Most recent data available**

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently Vision *2020* benchmarks; however, the Council may adopt them in the future

Strategies

Budgetary

Strategy 1: Hire a Chief Information Officer (CIO) to drive the process of leveraging the potential of the State's fiber assets by June 30, 2001

Action Plan:
The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation

Strategy 2: Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the State's transition to the new network and to guide subsequent State IT investments to achieve maximum return on investments

Action Plan
The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation

Strategy 3: Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November, 2001

Action Plan:
The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation

Legislative

Strategy 1: Review, revise and restructure the legislation which created and governs the organization and operations of the Office of Telecommunications Management (OTM), placing that office under the direction of the CIO and giving the new OTM more authority to establish standards

Action Plan: The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation

Benefits:

- Improves efficiency in service delivery to various constituencies
- Uses State fiber assets to close the Digital Divide by making world-class, high-speed connectivity available to every citizen, community and business in Louisiana
- Connects all State university research facilities to this network; thereby giving researchers connectivity capabilities that are years ahead of those available at the leading research institutions connected to Internet2
- Enhances the standing of Louisiana university research institutions
- Attracts both public and private sector research dollars
- Attracts and retains leading research scientists and engineers
- Leverages the State's fiber assets with leading edge optical technologies to give the State a world-class telecommunications infrastructure
- Strengthens existing businesses and creates new opportunities across all industry clusters as Information Technology assumes a more prominent role in the core business processes of all businesses

Cost: TBD

Funding Source: All means of financing

Implementing Agencies: Department of Economic Development, Division of Administration

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.1	To involve every citizen in a process of lifelong learning
1	1.6	To have a workforce with the education and skills necessary to work productively in a knowledge-based economy
2	2.6	To increase the formation, growth, and survival rates of technology-driven companies
2	2.7	To diversify Louisiana's economy through strategic investments in targeted technology areas
2	2.10	To provide effective mechanisms for industry access to university-based technologies and expertise
2	2.11	To increase university and private sector research and development, particularly in the targeted technology areas
2	2.14	To produce more flexible, adaptable, and innovative technicians for industry
3	3.1	To increase personal income and the number and quality of jobs in each region of the State
3	3.2	To decrease the levels of unemployment and the poverty level in each region of the state.
3	3.4	To have a safe and healthy environment for all citizens
3	3.7	To improve the quality of life of Louisiana's children

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks

Research Notes: Because of the end of the need for separate voice, data, and video networks and the increased efficiencies linked to modern packet-based networks, it is likely that the State can execute the migration of public sector network services to the new fiber network within existing IT and telephone expenditures. There may be some capital expenditures related to

equipment purchases to replace equipment already being installed on the network to meet the needs of DOTD. In addition, depending on the findings relating to the construction of a Tier One Internet Gateway in Louisiana, the State may be asked to provide capital, tax incentives, and/or commit to outsource its business to the project.

Category: Science &Technology
Technology Authority

Action Plan 2001 Recommendation:

Establish a dedicated, focused entity that will coordinate and advance the technology economic development strategies contained in V*ision 2020*

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6 : To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2 (1995)	1 (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		**To be set**		

*Most recent data available

Strategies

Program

Strategy 1: Develop a strategic plan to create an authority or agency that provides a focal point for technology strategies and activities, and coordinates diverse existing programs to achieve critical mass by December, 2001

Action Plan:
The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation

Benefits:
- Creates a focal point in the State with the sole programmatic purpose of advancing technology industries within Louisiana
- Centralizes planning, program implementation, funding and accountability
- Encourages industry participation and leadership
- Accelerates technology company recruitment and the formation of technology-based startups in Louisiana

- Assist in retaining technology-based startups in Louisiana by creating established programs that support emerging technology companies
- Provides a mechanism to support university efforts to market intellectual property
- Provides a vehicle to aggressively advance the six targeted technology clusters

Cost: TBD

Funding Source: TBD

Implementing Agencies: Governor's Office, Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.5	1.5.1: Annual licensing revenues received by all universities (in millions)
1	1.7	To have a business community dedicated to the ongoing education of its employees
2	2.6	2.6.1: Research & development expenditures per capita (percent of national average)
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.10	2.10.1:Annual licensing revenues received by all universities (in millions)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Science and Technology
Wet Lab Incubators

Action Plan 2001 Recommendation:

Develop wet-lab technology incubators in order to establish the necessary physical infrastructure that will grow and support emerging biomedical/biotechnology companies in Louisiana

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
2.13: To attract and retain distinguished researchers

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana Universities	2 (1995)	1 (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		**To be set**		

*****Most recent data available.

Strategies:

Budgetary

Strategy 1: Begin effort to create three wet-laboratory incubators in the south, middle, and north Louisiana

Action Plan:
The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will develop the specific plans and procedures to implement this recommendation

Benefits:
- Makes Louisiana competitive with other states that have life science incubator programs and economic development strategies
- Generates high tech jobs and business development in a targeted technology sector

- Reaps the economic development benefits from the State's investment in university-based life science research
- Provides a mechanism to commercialize university life science research in Louisiana and not be solely dependent on licensing intellectual property to out-of-state companies
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research
- Supports recruiting out-of-state biotechnology start-up companies to Louisiana
- Accelerates the successful development of entrepreneurial biotechnology companies

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Division of Administration

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.5	1.5.1: Annual licensing revenues received by all universities (in millions)
2	2.2	2.2.2: Value added (in billions)
2	2.2	2.2.3: Total number of agribusiness firms
2	2.2	2.2.4: Total employment in agribusiness firms
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region*
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Science and Technology
Technology Resources

Action Plan 2001 Recommendation:

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objective:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
2.11: To increase university and private sector research and development, particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2	1 (1999)	5	25
2.10.1: Annual licensing revenues received by all universities. (in millions)	$5.40	$8.60 (1999)	$16.55	$50.00
2.11.1: Research and development expenditures by doctoral granting institutions (in millions)	$269.5	$362.8 (1999)	$577.10	$1,500.00

*****Most recent data available.

Program

Strategy 1: Develop implementation plan and database design

Action Plan:
1. Survey State government agencies, economic development organizations, universities, and industry to determine data requirements
2. Determine the most effective and efficient use of existing databases

Strategy 2: Develop database and reporting structure

Action Plan:

1. Assign responsibilities for data collection and maintenance
2. Develop data structure, software and hardware requirements
3. Develop database format and search routines
4. Populate database with existing and new data
5. Promote the use of database industry, university researchers, and economic development organizations

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Promotes inter-university research collaboration and development of Centers of Excellence
- Provides economic development information for planning and marketing

Cost: TBD

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.8	To improve the efficiency and accountability of governmental agencies
2	2.5	To increase business investment in modernization of facilities and systems
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of firms in targeted diverse industries
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.12	2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average
2	2.13	To attract and retain distinguished researchers
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks**.**

Category: Science and Technology
Seed capital

Action Plan 2001 Recommendation:

To devise innovative investment programs that target the majority of equity dollars to seed funding of early stage and start-up technology businesses

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:
2.5: To increase business investment in modernization of facilities and systems
2.6: To increase the formation, growth and survival rates of technology-driven companies
2.8: To increase availability of seed and venture capital invested in Louisiana firms

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.8.1: Venture capital under management (in millions)	$292	$683 (2000)	$594	$1,500

*****This is the most recent data available

Strategies

Program

Strategy 1: Investigate various methods of increasing the availability of seed capital in Louisiana by November, 2001

Action Plan:
1. Review & consider recommendations made in the Postlethwaite & Netterville report on the economic impact of the CAPCO program
2. Investigate other states' experiences with the creation of and participation in pre-seed and seed capital funds
3. Investigate tax incentive programs for venture capital funds
4. Investigate ways to involve state retirement systems to increase venture capital in Louisiana
5. Investigate programs to recruit successful venture fund managers

Benefits:
- Allows Louisiana to have a pool of venture capital that is earmarked for technology based existing and start-up businesses
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups

- Makes venture capital available to attract out of state businesses to locate within Louisiana due to the availability of investment capital
- Increases technology startups
- Produces high rates of job creation
- Results in higher wages
- Provides for private sector management by mangers experienced in managing these types of specialized funds
- Increases deal flow for venture capital groups

Costs: No additional funding

Implementing Agencies: Office of Financial Institutions, Louisiana Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.6	2.6.1: Research & development expenditures per capita (percentage of national average)
2	2.7	2.7.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (among the 50 states)
3	3.1	3.1.3: Average annual pay rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Tax and Revenue

Action Plan 2001 Recommendation:

Create a revenue-neutral, reformed tax system for Louisiana that will be broader-based, fair and equitable for citizens and business

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.9: To have a tax structure, regulatory climate, and civil justice system conductive to the creation and growth of technology-driven companies

Benchmark(s):

Benchmark	Base	Update*	2003	2018
To be determined		**To be set**		

*Most recent data available.

Strategies:

Legislative

Strategy 1: Equalize property tax assessments to provide more consistency across the state

Strategy 2: Assess land, including agricultural, at fair market value to provide more consistent valuation

***Strategy 3:** Lower homestead exemption and the 10-year industrial property tax exemption over a 5-10 year period in support of a broader tax base

***Strategy 4:** Lower sales tax while proportionately increasing income tax in support of a broader tax base

*Reference: Louisiana State Law Institute, Tax Study Committee Report, May 2000

Program

Strategy 1: Investigate the streamlined sales tax project by October 1, 2001 for its potential contribution to a more viable tax system for Louisiana

Action Plan:

1. Review the results of the pilot program implemented in spring 2001 and evaluate the effectiveness of the project as determined by the results of the pilot program
2. Review the Phase I implementation material to identify required changes to the Louisiana Revised Statutes for Louisiana to become a member State and to identify required changed to the Louisiana Constitution for Louisiana to become a member State
3. Identify benefits to becoming a member of the Project
4. Identify potential areas of conflict should Louisiana wish to become member of the Project
5. Draft report
6. Circulate for review and comments
7. Prepare final report

Benefits:

- Eliminates taxes as a determining factor in locating in the State
- Improves predictability and consistency in the State's tax structure
- Increases competitiveness of Louisiana businesses

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature; Program Strategy: Department of Revenue and Taxation

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.9	2.9.1: Corporate tax burden
2	2.9	2.9.2: State bond rating
2	2.9	2.9.3: Tax supported debt

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks

APPENDIX B

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2000

STATUS REPORTS

Category: Information Technology Infrastructure

Action Plan 2000 Recommendation:

Develop, formulate, and implement a Master Information Technology (IT) Plan which coordinates State agency IT operations, programs, activities, and services for all State agencies to increase their efficiency in delivering services to constituencies by using digital technology

Vision 2020 Goal: Two - The Culture of Innovation

Vision 2020 Objectives:
1.8: Increase efficiency and accountability of government agencies
2.4: Develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure

Program Strategies:

Strategy 1: Develop strategic plan and begin implementation by August 2000	
Action Plan	**Status Report**
1. Form advisory group 2. Form task force 3. Obtain input from industry 4. Develop plan 5. Secure approval from Governor	The Division of Administration established the LAConnections project to develop "Louisiana's Blueprint for Digital Government", the State's strategic technology plan and to provide a means for State government to support Vision 2020 objectives. The Digital Blueprint lays out a plan of action to use technology for a better Louisiana--a Louisiana empowered to serve the public, improve education, enhance economic development, and defeat poverty. The statewide effort to establish LAConnections and prepare the initial version of the Digital Blueprint began in February, 2000. An advisory core group was formed and an ACTIONS Technology Planning Conference was conducted with participation from over 80 key executive, legislative, and judicial representatives . Immediately following the conference a series of small group workshops and meetings were held to refine and further develop the goals and initiatives which are the heart of the Digital Blueprint. In August 2000, LAConnections core team members presented the Blueprint to Governor Foster and is anticipating public release of the document in early 2001.

Implementing Agency: Office of the Governor, Division of Administration

Category: Education & Workforce Training
Workforce Training
Information Technology

Action Plan 2000 Recommendation:

Develop a strategic plan and implement available programs for the universities, community and technical colleges and secondary schools to provide training for jobs in the targeted technology areas in order to train a qualified workforce for technology-based companies requiring skilled employees

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:
1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
2.14: To produce more flexible, adaptable, and innovative technicians for industry

Program Strategies for Postsecondary Education

Strategy 1: Determine the most effective and efficient use of existing resources	
Action Plan	**Status Report**
1. Complete revision of the Master Plan for Postsecondary Education, which will include identification of the role, scope, and mission for each type of institution. 2. Coordinate with the Workforce Commission to develop an inventory of industry approved certification programs 3. Assign responsibility for certification program delivery by type of institution in each region	The Board of Regents anticipates full approval of the Master Plan for Postsecondary Education to take place at its March 22, 2001, Board Meeting. The Board adopted the formula revisions component of the Master Plan in Fiscal Year 1999-2000. After the Board of Regents full approval of the Master Plan, we will move forward on implementation.

Program Strategies for Secondary Schools

Strategy 1: Develop a coordinated plan for the secondary schools to be implemented in January 2001	
Action Plan	**Status Report**
1. Continue to work collaboratively with the Community & Technical College Board to coordinate efforts 2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)	State Department of Education is collaborating with LCTCS and Workforce Development to implement several State initiatives and U.S. Department of Education projects. Regular meetings are held to continue progress in the initiatives and projects. State development to train LEAS regarding the initiatives and projects is conducted collaboratively. Progress is being made in the statewide implementation of the following initiatives: articulation, industry-based certification, career clusters, counseling, career academies, national skills standards, information technology, and data management system development. Schools that participate in these initiatives are increasing.
Strategy 2: Implement available job certification programs in the secondary schools	
Action Plan	**Status Report**
1. Continue to work collaboratively with Workforce Development to secure an information technology grant to further implement IT programs in secondary schools throughout the State	State Department of Education is collaborating with LCTCS and Workforce Development to implement several State initiatives and U.S. Department of Education projects. Regular meetings are held to continue progress in the initiatives and projects. State development to train LEAS regarding the initiatives and projects is conducted collaboratively. Progress is being made in the statewide implementation of the following initiatives: articulation, industry-based certification, career clusters, counseling, career academies, national skills standards, information technology, and data management system development. Schools that participate in these initiatives are increasing.

Implementing Agencies: Board of Regents, the Louisiana Community and Technical College System (LCTCS), the Louisiana Department of Education, and Louisiana Workforce Commission

Category: Finance & Capital

Action Plan 2000 Recommendation:

Re-enact and revise CAPCO legislation to sustain the growth of seed and venture capital that is available to invest in Louisiana companies

Vision 2020 Goal: Two - The Culture of Innovation

Vision 2020 Objectives:
2.8: To increase the availability of seed and venture capital
2.6: To increase the formation, growth, and survival rates of technology-driven companies

Legislative Strategies

Strategy 1: Prepare modifications to existing legislation, new legislation, and/or programs to promote the creation and growth of venture capital to support early stage and technology companies	
Action Plan	**Status Report**
1. Review & consider recommendations made in the Postlethwaite & Netterville report on the economic impact of the CAPCO program	The Postlethwaite & Netterville report is still being evaluated. Considerations in the report only discuss the old structure of the CAPCO program and does not give proforma economic impact data. An economic model needs to be created in order to evaluate any further programs that may be proposed.
2. Review provisions of R.S. 22: 1068 A-C (which allows insurance companies to reduce their tax liabilities up to 95 percent by investing in other certain Louisiana securities) to increase the economic impact in Louisiana	No progress has been made on Action Plan item 2 to date.
3. Investigate other states' experiences with the creation of and participation in pre-seed and seed capital funds	Other states programs have been outlined in a 1999 RUPRI report with the benefits and downside. The state of Kansas has an organization called Kansas Technology Enterprise Corporation. LEDC has developed a new program that will have similar attributes to KTEC's seed and venture capital programs. The program will allow LEDC to form a for-profit subsidiary and invest funds directly into the subsidiary for the purposes of forming a for-profit seed capital fund. The subsidiary will be managed by a professional fund manager and seek funds from other private investors. The fund will apply for SBIC status and leverage funds from the federal government. LEDC will have board seats but there will be outside members from the private sector that have experience in seed and early stage funding as well as industry expertise. The expected fund size will be $30 million. Since this fund will be in private hands
4. Investigate tax incentive programs for venture capital funds	
5. Investigate ways to involve State retirement systems to increase venture capital in Louisiana	
6. Investigate programs to recruit successful venture fund managers	

	and have private dollars, the political influence will not be a factor. The State will have a seed fund and enjoy any returns on investments that would be expected in the private sector. Ways to involve State retirement systems to increase venture capital in Louisiana is currently being explored. One method proposed plays on the fact that the retirement systems already are allowed and are making alternative investments in Fund of Funds managers which are out-of-state. The proposal is to ask the retirement system investment officer to get the Fund of Funds manager to negotiate with venture funds when they make investments to open a production office in Louisiana. This would be done when threshold investments of more than $10+million is made into the venture fund. This would not be required, but only a point of negotiation. Louisiana would get access to venture funds and the cost would be $0 to the State. Other proposals are being formulated.

Implementing Agency: Office of Financial Institutions, Department of Economic Development

Category: Finance & Capital

Action Plan 2000 Recommendation:

Improve the State's bond rating to lower debt servicing costs and to assure available funds for priority projects

Vision 2020 Goal: Two - The Culture of Innovation

Vision 2020 Objective:
2.9: To have a tax structure, regulatory environment, and civil justice system conducive to the creation and growth of technology-driven companies

Program Strategies

Strategy 1: Develop a plan for improving Louisiana's bond rating and begin implementation by January 2001	
Action Plan	**Status Report**
1. Inventory and analyze the indicators used by rating agencies to determine a state's bond rating 2. For these indicators, compare the status of Louisiana with other high ranking states 3. Identify which of these indicators must be changed through legislation and which can be changed without legislation 4. Recommend changes Louisiana can make to enhance its bond rating that do not require legislation and begin implementation 5. Prepare legislation to address those areas that require legislative changes	S&P upgraded the State from A- to A. Now all three rating agencies are in line. There is still much to be done to improve the state's bond rating. Among them are: • The need for a permanent, economically sensitive and broad-based tax structure which provides recurring revenues matched to recurring expenditures • A clear demonstration of economic growth, economic health and economic diversity • A continuation of the positive trends of reducing the debt burden, recurring surpluses, solution for Medicaid and risk management.

Implementing Agency: Office of the State Treasurer and Office of the Governor, Division of Administration

Category: Education & Workforce Training
K-12

Action Plan 2000 Recommendation:

Redirect K-12 funding to classrooms and increase K-12 teacher salaries to maintain quality certified teachers and to make education a career of choice for bright young people, so as to improve the educational performance of Louisiana students

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.3: To increase the amount of funding available to adequately support Louisiana's educational system

Budgetary Strategies

Strategy 1: Implement 3-year schedule to reach 2003 target for the percentage of 3rd graders reading at the 3rd grade level as measured by the Fall assessment	
Action Plan	**Status Report**
1. Continue to fund and implement the K-3 Reading and Math Program through 2003 2. Track the reading performance of a selected sample of children participating in this program through middle school to determine long range program benefit, as it relates to academic performance	The Reading and Math Program was funded at $20 million for 1999-2000. Local programs improved overall literacy instruction and offered targeted assistance to low performing students. A Developmental Reading Assessment was implemented in 1st, 2nd, and 3rd grades and we are beginning to track performance of cohort through other state testing programs.
Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries	
Action Plan	**Status Report**
1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average 2. Implement a revised and reasonable state teacher salary schedule 3. Convene a study commission to determine additional or alternative ways funds/ benefits can be used to increase K-12 teacher salaries towards the national rank target	The School Finance Commission proposed a formula including pay raises, but the proposal was not included in the formula adopted by the legislature. The issue of teacher salaries is being studied by the School Finance Commission. The Education Community continues to explore ways to implement teacher pay raises.

Program Strategies

Strategy 1: Implement priority planning to insure instruction targets reading, math, science, & computer programs	
Action Plan	**Status Report**
1. Focus on reading results in grades K-3 until performance is acceptable, then implement alternative priority subject programs	Developmental Reading Assessment Fall and Spring began in Fall 1998 with low performing students targeted for intervention. Reading scores increased significantly Fall 1998 – Fall 2000 (54% to 72% approximate increase)
Strategy 2: Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005	
Action Plan	**Status Report**
1. Create legislative opportunities for alternative remuneration practices	Discussions have begun

Implementing Agency: Louisiana Department of Education

Category: Education &Workforce Training

Higher Education

Action Plan 2000 Recommendation:

Redirect higher education funding to classrooms and increase higher education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.3: To increase funding available to adequately support Louisiana's educational system

Budgetary Strategies

Strategy 1: The Board of Regents shall continue following the Five-year Funding Plan to reach 2003 target for per pupil spending for higher education	
Action Plan	**Status Report**
1. Implement recently revised Master Plan for Higher Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of higher education	Although the second year of the Board of Regents' Five-Year Full Funding Plan called for $150 million of new State funding, actual funding realized amounted to approximately $15.5 million. As a result of financial limitations, the Five-Year Full Funding Plan's implementation for FY2000-2001 is about $134.5 million below the level envisioned by the plan.
Strategy 2: The Board of Regents shall continue implementing the Five-year Full Funding Plan to reach 2003 target for average teacher salary for higher education (percent of national)	
Action Plan	**Status Report**
1. Implement recently revised Master Plan for Higher Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of higher education	Although the second year of the Board of Regents' Five-Year Full Funding Plan called for $150 million of new state funding, actual funding realized amounted approximately $15.5 million. As a result of financial limitations, the Five-Year Full Funding Plan's implementation for FY2000-2001 is about $134.5 million below the level envisioned by the plan.

3. Enforce Board of Regent's Funding Formula Task Force's recommendation that approximately 2/3 of new funds be allocated to core funding which includes adjustments necessary to achieve competitive faculties	The Board adopted the formula revisions component of the Master Plan in Fiscal Year 1999-2000.

Implementing Agency(s): Board of Regents and Management Boards

Category: Education and Workforce Training
Pre-Kindergarten

Action Plan 2000 Recommendation:

Increase funding for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies by high school graduation

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.2: To raise levels of language & computational competencies by high school graduation

Budgetary Strategies

Strategy 1: Implement 3-year schedule to reach 2003 target for the percent of at-risk four-year old students that are served by a DOE preschool program

Action Plan	Status Report
1. Increase funding for the 8(g) Early Childhood program from the $6.6 million serving 3,143 students to levels sufficient to meet the 2003 and the 2018 performance targets 2. Increase funding for the Starting Points Preschool Federal program from the $5.0 million serving 1,640 students to levels sufficient to meet the 2003 and the 2018 performance targets 3. Increase funding for the Title 1 Preschools Federal program from the $27.9 million serving 9,300 students to levels sufficient to meet the 2003 and the 2018 performance targets 4. Increase funding for the Even Start Preschool Federal program from the $0.3 million serving 73 students to levels sufficient to meet the 2003 and the 2018 performance targets	Funding levels remained the same and number of students served remained about the same for the 8(g) Early Childhood program and the Starting Points Preschool Federal program, with no additional funds made available. There was an increase in funding the Title I Preschools Federal program (increase to approximately $28,244,137) and number of students served increased from 9,300 to 9,498. Approximately 100 additional families were served under the Even Start Preschool Federal program in a slight overall increase in services.

Strategy 2: Increase funding to preschool programs to increase the percent of children entering Kindergarten that are scored in the upper half percentile range on one of the four State approved kindergarten screening instruments	
Action Plan	**Status Report**
1. Secure funding at adequate levels to minimally address all at-risk pre-k children 2. Develop additional preschool programs to serve the remaining at-risk four year olds that are not currently being served	New and expanded budget requests were submitted for increased State funding, but no State funds have been made available to date. Additional programs were not implemented due to lack of funding.

Program Strategies

Strategy 1: Develop comprehensive plan for providing pre-K education for all four-year old at-risk children by January 2002	
Action Plan	**Status Report**
1. Review / study current pre-K programs and spending patterns to determine which agencies / programs appear most effective 2. Make recommendations by January 2002 as to program modifications	Effective Fall 2000, creative curriculum checklists are used to evaluate program effectiveness in all DoE 4-year old programs. Results are to be compiled during Summer 2001 with the results of evaluation to determine recommendations.

Implementing Agency: Louisiana Department of Education

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APPENDIX C

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

UPDATED BENCHMARKS

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.1.1 Number of adults enrolled non-GED programs sponsored by the Division of Adult Education in the Department of Education	1999	20,873	24,626 (1999-2000)	23,000	25,500	28,000	31,000
Objective 1.2 - To raise levels of language and computational competencies high school graduation	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system	1999	To be set					
1.2.2: Percentage of 2nd graders who read at or above the 2nd grade level at the end of the year	1998-99	63.0%	77.75% (1999-2000)	70	85	100%	100%
1.2.3: Percentile rank of the Average Standard Score of 3rd graders on the nationally normed Iowa Tests, using each student's composite score	1999	45%	47% (1999-2000)	52%	60%	70%	80%
1.2.4: Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion- referenced tests in: Math English/language arts Science Social Studies	1999	 42% 55% Not tested Not tested	 49% 55% 52% 53% (1999-2000)	 55% 60%	 70% 70%	 85% 85%	 95% 95%
1.2.5: Percentile rank of the Average Standard Score of 6th graders on the nationally normed Iowa Tests, using each student's composite score	1998-99	45%	47% (1999-2000)	52%	60%	70%	80%
1.2.6: Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in: Math English/language arts Science Social Studies	1999	 38% 43% Not tested Not tested	 47% 54% 46% 52% (1999-2000)	 50% 55%	 68% 70%	 85% 85%	 95% 95%

1.2.7: Percentile rank of the Average Standard Score of 9th graders on the nationally normed Iowa Tests, using each student's composite score	1999	44%	46% (1999-2000)	52%	60%	70%	80%
1.2.8: Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in:							
Math	2001	Not tested	Not tested				
English/language arts	2001	Not tested	Not tested				
Science	2001	Not tested	Not tested				
Social Studies	2001	Not tested	Not tested				
1.2.9: Louisiana's average ACT score, as a percentage of the national ACT average	1997	92%	93.3% (2000)	95%	98%	101%	105%
Objective 1.3 - To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.3.1: The average Louisiana teacher salary							
K-12 (National Rank)	1997	47					
Higher Education (percentage of national)	1997-98	82%					
1.3.2: The average Louisiana per pupil spending	1997	44	(1998-99) 47 (1994-95)				
K-12 (National rank)							
Higher education (national rank)	1994-95	47		40	34	27	20
Objective 1.4 - To eliminate functional illiteracy	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.4.1: Percentage of adults who read above the 8th grade level	1997	42%	42% (1997)	54%	66%	82%	95%
Objective 1.5 - To have a well-articulated system of post-secondary education whose institutions are active participants in the economic development enterprise	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.5.1: Annual licensing revenues received by all universities (in millions)	1995	$5.4	$8.6 (1999) 87% of 1999 revenues from Tulane University	$16.6	$27.7	$38.9	$50.0
Note: 95% of the 1995 revenues are from Tulane University							
Objective 1.6 - To have a workforce with the education and skills necessary to work productively in a knowledge-based economy	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.6.1: Percentage of residents, ages 18 – 25, with a high school degree or GED equivalent	1995	84%	84% (1995)	86%	88%	92%	95%

1.6.2: Percentage of residents, over age 25, with a high school degree or GED equivalent	1995	76%	76% (1995)	78%	81%	83%	85%
1.6.3: Percentage of residents who have graduated from a four-year college or university	1993	16%	18% (1998)	18%	21%	24%	26%
1.6.4: Percentage of residents who have graduated from a two-year technical or community college	1999	To be set					
Objective 1.7 - To have a business community dedicated to the ongoing education of its employees	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
Objective 1.8 - To improve the efficiency and accountability of governmental agencies	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
Goal Two: **To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization**							
Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil & gas, petrochemicals, shipbuilding, and aerospace	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.1.1: Manufacturing employment	1996	186,373	183,187 (2000)	195,000	203,000	209,000	217,000
2.1.2: Wholesale trade employment	1996	93,146	94,843 (2000)	102,000	109,000	117,000	122,000
2.1.3: National rank of exports	1996	25	32 (1999)	25	21	18	15
Objective 2.2 - To maintain and emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.2.1: Gross farm, forestry and fishery income (in billions)	1996	$4.3	$3.8 (1999)	$6.1	$7.7	$9.9	$12.6
2.2.2: Value added (in billions)	1996	$4.4	$4.9 (1999)	$6.6	$8.8	$12.1	$16.6
2.2.3: Total number of agribusiness firms	1994	14,817	14,591 (1997)	16,941	18,251	19,662	21,181
2.2.4: Total employment in agribusiness firms	1992	279,665	269,091 (1997)	347,726	383,917	423,875	467,902
2.2.5: Total value of agricultural exports (in millions)	1995	$427.8	$480.6 (1999)	$632.1	$806.7	$1,029.5	$1,314.0
2.2.6: Annual number of acres of timberland/wetlands reforested:							
Hardwood	1995	10,000	26,700	10,000	10,000	10,000	10,000
Pine	1995	145,000	108,800 (2000)	160,000	170,000	165,000	160,000

Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail	Baseline						
	Date	Amount	Update*	2003	2008	2013	2018
2.3.1: Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)	1998	16	16 (2000)	40	43	44	45
2.3.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	1998	3	4 (2000)	7	9	10	12
2.3.3: Percentage of Louisiana road and street mileage under state control	1996	27.5%	27.5% (1999)	25.0%	20.0%	20.0%	20.0%
2.3.4: Louisiana miles of freeway per million in population	1996	209	214 (1999)	207	214	224	240
2.3.5: Percentage of highway miles with pavements in poor condition	1995	27.1%	24.9% (1999)	24.0%	21.0%	18.0%	15.0%
2.3.6: Structurally deficient bridges (percentage of all bridges based on deck area)	1997	7.9%	7.9% (2000)	7.5%	6.5%	5.5%	5.0%
2.3.7: Number of parishes with a public transportation system	1997	42	36 (2000)	47	52	58	64
2.3.8: Number of Louisiana ports in top 10 US ports (based on total foreign and domestic cargo tonnage)	1995	4	4 (1999)	4	5	5	5
2.3.9: Number of Louisiana ports in top 20 US ports (based on total import/export cargo value)	1995	3	2 (1999)	3	4	4	4
2.3.10: Number of public rail/highway at-grade crossings with active warning devices	1996	1,170	1,270 (2000)	1,465	1,760	2,055	2,350
2.3.11: Number of parishes with limited or no freight railroad service	1997	11	10 (2000)	11 or less	11 or less	11 or less	11 or less
2.3.12: Number of foreign cities with direct air service from Louisiana	1997	2	3 (2000)	4	6	7	8
2.3.13: Number of Louisiana airports in top 30 US airports (based on passenger enplanements)	1996	0	0 (2000)	0	1	1	1
2.3.14: Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)	1996	0	0 (2000)	0	0	1	1
2.3.15: Number of airports which can accommodate jumbo aircraft	1997	3	3 (2000)	3	4	4	5
2.3.16: Number of airports which can accommodate international jet aircraft	1997	6	6 (2000)	6	7	7	8
2.3.17: Number of airports which can accommodate commercial jet aircraft	1997	10	10 (2000)	10	11	11	12

2.3.18: Number of airports which can accommodate corporate jet aircraft	1997	32	32 (2000)	34	36	38	40
2.3.19: Percentage of weigh stations fully automated	1997	0%	0% (2000)	25%	50%	75%	100%
2.3.20: Number of parishes with inventory of available commercial and industrial sites	1997	64	64 (2000)	64	64	64	64
2.3.21: Number of parishes with at least one designated industrial park	1997	48	53 (2000)	53	58	61	64
2.3.22: Percentage of Louisiana flood insurance policyholders receiving rate reductions	1997	74%	80% (2000)	80%	85%	90%	95%
Objective 2.4 - To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.4.1: Digital Benchmarks	1999	To be set					
Objective 2.5 - To increase business investment in modernization of facilities and systems	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.6.1: Research & development expenditures per capita (percent of national average)	1994	17%	28% (1998)	38%	59%	80%	100%
2.6.2: Number of startups formed per year based on technologies developed at Louisiana universities	1995	2	1 (1999)	5	11	15	25
2.6.3: Business vitality rank (among the 50 states)	1996	33	35 (2000)	30	25	19	17
Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.7.1: Number of Louisiana firms in targeted diverse industries	1999: To be set as new census data using the NAICS system become available						
Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.8.1: Venture capital under management (in millions)	1997	$292	$683 (2000)	$594	$896	$1,198	$1,500
2.8.2: Institutional seed capital for investments of less than $1 million (in millions)	1997	$0.0	$3.5 (1999)	$12.5	$25.0	$37.5	$50.0

Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology- driven companies	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.9.1: Corporate tax burden as a percentage of the southern average							
Manufacturers	1994	126%	126%	115%	110%	105	100%
Non-manufacturers		106%	106% (1994)	104%	102%	10 1	100%
2.9.2: State bond rating							
Louisiana	1998	A2	A2	A1	AA3	AA2	AA2
State Median	1998	AA2		AA2	AA2	AA2	AA2
National Ranking	1998	40	42 (2000)	35	30	25	20
2.9.3: Tax supported debt as a percentage of personal income							
Louisiana	1995	4.4%	2.4%	3.2%	2.8%	2.0%	2.0%
State Median	1995	2.1%	2.2% (2000)	2.1%	2.1%	2.1%	2.1%
2.9.4: Federal funding flows							
Federal funds to Louisiana (in billions)	1996	$4.1	$4.0	$4.6	$5.0	$5.8	$6.5
Louisiana funds to the Federal government (in billions)	1996	$3.3	$3.5	$3.7	$4.0	$4.6	$5.2
Net (in billions)	1996	$0.8	$0.5 (1998)	$0.9	$1.0	$1.2	$1.3
Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.10.1: Annual licensing revenues received by all universities (in millions)	1995	$5.40	$8.60 (1999)	$16.55	$27.70	$38.85	$50.00
Objective 2.11 - To increase university and private sector research and development, particularly in the targeted technology areas	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.11.1: Research & development expenditures by doctoral granting institutions (in millions)	1994	$269.5	$362.8 (1999)	$577.1	$884.8	$1,190.0	$1,500.0
2.11.2: Research & development expenditures in the non-formula area of agriculture	1999	$66.7	$66.7 (1999)	$76.0	$89.3	$105.0	$122.8
Objective 2.12 - To increase the number and quality of scientists and engineers	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average	1994-95	93%	94% (1996-97)	97%	100%	105%	110%

Objective 2.13 - To attract and retain distinguished researchers	Baseline Date	Amount	Update*	2003	2008	2013	2018

Objective 2.14 - To produce more flexible adaptable, and innovative technicians for industry	Baseline Date	Amount	Update*	2003	2008	2013	2018

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the State	Baseline Date	Amount	Update*	2003	2008	2013	2018
3.1.1: Per capita income as a percentage of U. S. by region**							
District 1 - New Orleans area	1996	86%	82%				
District 2 - Capital Region		71%	78%				
District 3 - South Central		73%	82%				
District 4 - Evangeline		68%	74%				
District 5 - Imperial Calcasieu		66%	73%		To be set		
District 6 - Kisatchie-Delta		63%	67%				
District 7 - CDC (Shreveport)		70%	75%				
District 8 - North Delta (Monroe)		65%	65%				
Louisiana		81%	87% (2000)				
3.1.2: Economic Performance Rank (among the 50 states)	1996	47	49 (2000)	41	35	28	22
3.1.3: Average Annual Pay Rank (among the 50 states)	1996	32	32 (2000)	30	29	23	18
3.1.4: Number of Women-Owned Businesses	1996	10,760	10,760 (1996)	11,459	12,204	12,998	13,842
3.1.5: Number of Minority-Owned Businesses	1996	2,086	2,086 (1996)	2,211	2,344	2,484	2,634
3.1.6: Employment per year (including agriculture)							
District 1 - New Orleans area	1997	537,600	606,150				
District 2 - Capital Region	1997	363,690	383,068				
District 3 - South Central	1997	142,410	79,154		To be set		
District 4 - Evangeline	1997	253,780	234,216				
District 5 - Imperial Calcasieu	1997	119,620	111,417				
District 6 - Kisatchie-Delta	1997	115,390	98,855				
District 7 - CDC (Shreveport)	1997	238,920	223,964				
District 8 - North Delta (Monroe)	1997	125,020	113,765				
Total Louisiana	1996	1,757,710	1,856,009 (2000)	1,988,688	2,250,017	2,545,688	2,880,213

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the State	Baseline Date	Amount	Update*	2003	2008	2013	2018
3.2.1: Unemployment rate ranking (among the 50 states)	1996	47	40 (2000)	40	36	30	25

3.2.2: Unemployment rate	1997						
District 1 - New Orleans area		5.4%	4.8%				
District 2 - Capital Region		5.9%	5.5%				
District 3 - South Central		4.7%	4.5%				
District 4 - Evangeline		5.5%	5.5%			To Be Set	
District 5 - Imperial Calcasieu		6.4%	5.3%				
District 6 - Kisatchie-Delta		7.4%	6.5%				
District 7 - CDC (Shreveport)		7.4%	5.3%				
District 8 - North Delta (Monroe)		8.6%	7.1%				
Louisiana		6.1%	5.4%				
United States		4.9%	3.8% (2000)				
3.2.3: Poverty rate national ranking (among the 50 states)	1996	50	49 (2000)	45	40	35	25
3.2.4: Poverty rate							
District 1 - New Orleans area	1993	25.0%	20.4%				
District 2 - Capital Region		21.7%	18.1%				
District 3 - South Central		21.2%	17.8%				
District 4 - Evangeline		24.9%	21.2%				
District 5 - Imperial Calcasieu		20.4%	16.8%			To Be Set	
District 6 - Kisatchie-Delta		23.4%	21.2%				
District 7 - CDC (Shreveport)		24.1%	21.0%				
District 8 - North Delta (Monroe)		28.1%	24.1%				
Louisiana		23.90%	20.0%				
United States		15.10%	13.3% (1999-est)				
Objective 3.3 - To have safe homes, schools, and streets throughout the State	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.3.1: Index crime rates							
Overall	1995						
Rate		6676	5746.8				
National Rank		4th highest	4th highest				
Violent	1995					To Be Set	
Rate		1007.4	732.7				
National Rank		2nd highest	6th highest				
Property	1995						
Rate		5668.6	5014.2				
National Rank		7th highest	4th highest (1999)				
3.3.2: Fatal and non-fatal injuries (persons) per 1,000 registered vehicles	1996	26.61	22.99 (1999)	22.50	19.91	17.62	15.6
3.3.3: Number of truck parking spaces at State-maintained rest areas	1997	380	352 (2000)	380	471	565	600
3.3.4: Percentage of State-maintained rest areas with 24-hour security	1998	0%	63% (2000)	100%	100%	100%	100%
Objective 3.4 - To have a safe and healthy environment for all citizens	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.4.1: Number of State air monitoring stations and parishes not meeting National Ambient Air Quality Standards	1997						
Non-attainment stations		6	5	0	0	0	0
Non-attainment parishes		5	5	0	0	0	0
Total state exceedance days		8	11 (2000)	7	7	6	5

3.4.2: Pounds of toxic chemicals released to air per million dollars of Gross State Product							
TRI gross pounds	1997	818	580	800	781	762	743
Core criteria TRI gross pounds	1997	768	543 (1998)	750	733	715	698
3.4.3: Acres closed to oyster harvesting due to water pollution (in thousands)	1997	4,800	4,800 (2000)	1,400	1,370	1,330	1,290
3.4.4: Percentage of groundwater public water systems that participate in the Well Head Protection Program	1997	32.5%	94.0%	47.5%	62.5%	77.5%	92.5%
3.4.5: Pounds of toxic chemicals released to surface water per million dollars of Gross State Product							
TRI gross pounds	1997	273	364	267	261	255	248
Core criteria TRI gross pounds		210	296 (1998)	205	200	196	191
3.4.6: Annual number of sites returned to active commerce through EPA's Brownfields project and/or LDEQ's Voluntary Clean-Up Program	1997	9	9 (1997)	14	24	29	34
3.4.7: Solid waste management classified as follows:							
Number of government subdivisions reporting recycling programs	1996	16	13 (2000)	20	25	31	39
Number of private companies and government subdivisions reporting permitted beneficial reuse/composting facilities	1996	24	6 (2000)	30	38	47	50
3.4.8: Percentage of Louisiana assessed water bodies fully supporting their designated uses	1997	66.4%	38.0% (2000)	68.1%	69.7%	71.4%	73.0%
3.4.9: Number of fishing and swimming advisories:							
Number of health advisories	1997	26	27	25	23	22	21
Stream miles affected, excluding the miles of Lake Ponchatrain south shore beaches	1997	536.12	734	509.31	482.51	455.7	428.9
Lake area affected (square miles)	1997	72.54	78.31 (2000)	68.91	65.29	61.66	58.03
Objective 3.5 - To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.5.1: Amount of State-owned lands for natural resource management:							
Dept. of Wildlife & Fisheries	1997	657,866	730,738	708,000	758,000	808,000	858,000
Dept. of Parks & Recreation	1997	39,000	36,118 (1999)	52,000	65,000	78,000	91,000

3.5.2: Total Louisiana species listed as:							
Threatened	1995	11	11 (1995)	10	9	8	7
Endangered	1995	22	22 (1995)	21	20	19	18
Rare Plants	199	323	323 (1997)	320	318	316	314
3.5.3: Coastal prairie restoration:							
Remaining acreage of coastal prairies	1997	250	100 (2000)	250	250	250	250
Protected acreage of coastal prairies	1997	50	0 (2000)	100	300	600	900
Restored acreage of coastal prairies	1997	95	5 (2000)	1,000	5,000	10,000	15,000
3.5.4: Restoration of inland wetlands (in acres)	1997	15,000	20,000 (2000)	90,000	165,000	240,000	315,000
3.5.5: Cumulative coastal wetlands loss prevented (sq. mi.)							
at current funding levels	1997	13	7	90	142	195	247
if *Coast 2050* is implemented	1997	13	13 (1999-2000)	90	200	325	450
3.5.6: Restoration of Longleaf Pine forest (cumulative acres)	1998	6,000	6,000 (1998)	36,000	66,000	96,000	126,000
3.5.7: Outdoor recreation State parks visitation (in millions)	1998	1.44	1.71 (2000)	1.62	To be set		
3.5.8: Number of educational programs related to the music industry within Louisiana school systems, including music history curricula in primary and secondary schools, and music business-related curricula in technical colleges, universities, and law schools	1998	2	2 (2000)	10	12	15	16
3.5.9: Number of graduates of higher education programs in music business-related curricula	1998	0	0 (2000)	20	40	50	60
3.5.10: Economic impact of the film and video industry (in millions)	1998	$65	$36 (1999)	$100	$150	$215	$300
3.5.11: Number of educational curricula dealing with or related to the film and video industry	1998	1	3 (1999)	3	5	6	6
Objective 3.6 - To support and expand the tourism industry throughout the State	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.6.1: Number of visitors to Louisiana							
Louisiana residents (in millions)	1997	6.8	6.7	8.1	9.4	10.3	11.9
Out of state (in millions)	1997	18.1	17.9	21.6	25	29	34.7
International (in millions)	1997	0.6	0.6 (1999)	0.72	0.83	0.96	1.1
3.6.2: Visitor spending:							
Total (in billions)	1997	$7.4	$8.2	$8.8	$10.2	$11.9	$13.8
Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)		$37.2	$37.6	$42.8	$48.1	$54.1	$60.9
3.6.3: Employment generated by tourism	1997	106,000	118,000 (1999)	119,000	132,000	146,000	161,000

3.6.4: Number of Louisiana welcome center registered visitors (in millions)	1998	1.71	1.61 (1999)	1.97	2.28	2.64	3.06
Objective 3.7 - To improve the quality of life of Louisiana's children	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.7.1: Percentage of children without health insurance	1995	20.2%	18.3% (1998)	13.0%	11.0%	9.0%	7.0%
3.7.2: Infant mortality rate (per 1,000 live births)	1995	9.8	9.2 (1999)	8.8	7.6	6	5
3.7.3: Child death rate (per 100,000 children ages 1-14)	1995	36	33.5 (1999)	33	30	27	25
3.7.4: Percentage of children in poverty and extreme poverty	1995 1995	35% 18%	30% 14% (2000)	To be set			

* Update refers to the most recent data available

** District 1 – New Orleans, includes Jefferson, Orleans, Plaquemines, St. Bernard, and St. Tammany parishes
District 2 – Capital Region, includes Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, Tangipahoa, Washington, West Baton Rouge, and West Feliciana parishes
District 3 – South Central, includes Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne parishes
District 4 – Evangeline, includes Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermillion parishes
District 5 – Imperial Calcasieu, includes Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis parishes
District 6 – Kisatchie-Delta, includes Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon, and Winn parishes
District 7 – CDC (Shreveport), includes Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, and Webster parishes
District 8 – North Delta (Monroe), includes Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouchita, Richland, Tensas, Union, and West Carroll parishes

APPENDIX D

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

BENCHMARK EXPLANATIONS

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning

1.1.1
Number of adults enrolled in non-GED educational programs sponsored by the Division of Adult Education and Training in the Department of Education

Explanation: This benchmark will measure the number of adults who are serviced by the educational programs provided by the Division of Adult Education.

Rationale: Louisiana adults have some of the lowest skills in the nation. This lack of skills keeps many of our adults from getting jobs. In fact, a large number of our adults lack basic skills in reading, numeracy, writing and communication, and this lack of skills prevents them from advancing in much needed training programs.

Target: To be set.

Data Source: Division of Adult Education

Objective 1.2 - To raise levels of language and computational competencies by high school graduation

1.2.1
Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system

Explanation: Beginning summer 1999, every elementary and middle school in Louisiana will receive a baseline School Performance Score (high schools will receive their baseline scores during summer 2001). Each school will be expected to meet an established Growth Target every two years as part of their journey toward meeting set 10 and 20-year goals. Rewards and consequences will be provided based upon each school's growth.

Rationale: The new school accountability system and its associated consequences are the biggest drivers of school improvement efforts in Louisiana. The entire system is focused on growth toward established goals, thus collecting information on how well schools are meeting their established Growth Targets every two years is essential.

Target: The State Board of Elementary and Secondary Education (BESE) has adopted 10 and 20-year goals for the K-12 education system, focused on four indicators: student achievement on State LEAP 21 tests; student achievement on the national Iowa Tests; student attendance; and the dropout rate. Each school's performance scores and growth targets, driven by these indicators, will ultimately move the state toward achieving our educational goals.

Data Source: Data for this benchmark is being collected by the Department of Education and will be reported to the public each summer, beginning summer 2001.

1.2.2
Percentage of 2nd graders who read at or above the 2nd grade level at the end of the year

***Explanation*:** This benchmark measures the effectiveness of instruction, specifically in reading, in kindergarten, first and second grade in Louisiana's public schools.

***Rationale*:** Countless studies have shown the negative impacts both socially and academically on children who are unable to read by the end of the third grade. Louisiana will invest significant resources over the next few years on K-3 reading programs. It is important to benchmark the progress of these efforts early in the process. If our educational system does not prepare students properly during the early grades, it is impossible to expect students to be able to read at the third grade level at the end of the third grade. It is imperative that Louisiana focuses more effort on these K-3 reading programs and that the programs' effectiveness be measured and benchmarked early in the process.

Target: To be set.

Data Source: Louisiana Department of Education

1.2.3

Percentile rank of the Average Standard Score of 3rd graders on nationally-normed Iowa Tests, using each student's composite score

***Explanation*:** This benchmark measures the performance of Louisiana's third graders against the national average on nationally administered norm referenced tests.

***Rationale*:** Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the results of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: To be set.

***Data Source*:** The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.4

Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: To be set.

***Data Source*:** Louisiana Department of Education

1.2.5

Percentile rank of the Average Standard Score of 6th graders on nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana sixth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By

consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: To be set.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.6

Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the state's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: To be set.

***Data Source*:** Louisiana Department of Education

1.2.7

Percentile rank of the Average Standard Score of 9th graders on the nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana's ninth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: To be set.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.8

Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 2001 for high school math and English/language arts and in 2002 for science and social studies.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: To be set.

***Data Source*:** Louisiana Department of Education

1.2.9
Louisiana's average ACT score as a percentage of the national ACT average

***Explanation*:** This benchmark measures the effectiveness of Louisiana's K-12 education system in preparing our students to enter college.

***Rationale*:** This is another indicator of the results of education in Louisiana and the performance of Louisiana's schools.

Target: To increase to 105 percent of the national average by 2018.

***Data Source*:** American College Testing scores and the Louisiana Department of Education

Objective 1.3: To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture

1.3.1
The average Louisiana teacher salary
K-12
Higher Education

***Explanation*:** For K-12, this benchmark measures the average teacher salary in Louisiana against the average teacher salary in the United States, shown as rank among the states (47th in 1997).

For higher education, the data used are the weighted average salaries and salary rankings of full-time faculty at four year public institutions (1997-98) collected by the Southern Regional Education Board (SREB). Louisiana salaries for all types of full-time faculty members (full, associate, and assistant professors and instructors together) are 82 percent of the national average. Information on national rank is not available. Comparing Louisiana to other SREB states, Louisiana salaries are 88 percent of the SREB average, and Louisiana ranks 15th (of the 15 SREB states).

***Rationale*:** The key to building a world class educational system is attracting and retaining high quality, motivated teachers. Substantially raising teacher pay is not a short-term improvement tool. Education in Louisiana must be transformed into a career of choice for talented young adults who are making decisions about their futures. Possibly the most important factor in making education the career of choice is the average teacher salary. Louisiana should not be content being competitive with other southern states. Louisiana should make the commitment to attract our best and brightest into making education the career of choice by measuring how it pays its teachers against all of the other 49 states.

Target: To reach a national rank of 20 by 2018.

***Data Source*:** For K-12, Louisiana Department of Education. For higher education, the Southern Regional Education Board (SREB), 1997-98 data (Table 22).

1.3.2
The average Louisiana per-pupil spending
K-12
Higher Education

Explanation: For K-12, this benchmark compares the amount the State of Louisiana spends per student to the national average, shown as Louisiana's rank among the 50 states.

For higher education, this benchmark measures the amount the State of Louisiana spends per full-time-equivalent student in four-year public higher education institutions, shown as rank among the 50 states (47th). These data, from the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), are for 1994-95, which are the most recent national data available. (The SREB has more recent data for its 15-state region, but national data are not available.)

***Rationale*:** Every state in the United States measures per-pupil spending. Per-pupil spending is an input measurement rather than an output measurement. The Louisiana Louisiana Economic Development Council does not believe that a high level of per-pupil spending automatically creates high student achievement but is concerned that the State of Louisiana continues to make K-12 and higher education a priority. The extent to which education is a priority can be, in part, measured by investment in education by all levels of government.

Target: To increase to a rank of 20 among the 50 states by 2018.

***Data Source*:** For K-12, the Louisiana Department of Education. For higher education, the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), January 1998.

Objective 1.4: To eliminate functional illiteracy

1.4.1

Percentage of adults who read at or above the 8th grade level

***Explanation*:** This benchmark measures our population's overall ability to read and write at a functional level.

***Rationale*:** A population that is unable to read and write is simply unable to compete for jobs in the 21st century.

Target: To increase to 100 percent by 2018

***Data Source*:** State of Louisiana, *1997 State of the State*

Objective 1.5: To have a well-articulated system of post-secondary education whose institutions are active participants in economic development enterprise

1.5.1

Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the state. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the State.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

1.6.1
Percentage of Louisiana residents, 18 to 25, with a high school degree or GED equivalent

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens ages 18 to 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement.

Target: Ninety-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.2
Percentage of Louisiana residents, over age 25, with a high school degree, equivalent or GED

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens over the age of 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement. The likelihood of an individual completing a high school equivalency after age 25 decreases dramatically.

Target: Eighty-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.3
Percentage of Louisiana residents who have graduated from a four-year college or university

***Explanation*:** A measurement of the percentage of Louisiana residents who have earned a B.A. or B.S. degree.

***Rationale*:** An educated population is a state's greatest economic development tool. As we move into the 21st century, it is generally accepted that a larger percentage of available or newly created jobs will require at least a four-year college degree.

Target: The percentage will increase from 16 percent in 1993 to 26 percent in 2013.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.4
Percentage of residents who have graduated from a two-year technical or community college

***Explanation*:** This benchmark measures the percentage of Louisiana residents who have completed or furthered their education at the state's developing technical college and community college system.

***Rationale*:** As the job skills required for employment in the 21st Century continue to become more complex, the type of education provided by our technical and community colleges is increasingly more important in providing a trained workforce for Louisiana. In 1998, estimates are that Louisiana has a low percentage of graduates from these types of

institutions as compared to other states. Technical training and community college training must be flexible and job-specific. This benchmark will be one of the most critical indicators that measure Louisiana's ability to compete in a global economy.

Target: To be set.

***Data Source*:** The Louisiana Board for Technical and Community Colleges

Objective 1.7 - To have a business community dedicated to the ongoing education of its employees

Objective 1.8 - To improve the efficiency and accountability of governmental agencies

GOAL TWO:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.

Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil and gas, petrochemicals, shipbuilding, and aerospace

2.1.1 & 2.1.2
Manufacturing employment
Wholesale trade employment

Explanation: An indicator of growth in employment in two keys sectors of the Louisiana economy.

Rationale: To achieve economic diversification and progress, significant employment growth in these sectors is not only achievable for Louisiana, but desirable. If Louisiana is maintaining a competitive and diversified economy, employment growth in these two sectors should be steady.

Target: Maintain a 4 percent growth every 5 years in manufacturing and a 7 percent growth every 5 years in wholesale trade employment.

Data Source: Louisiana Department of Labor - Labor Market Information

2.1.3
National rank of exports

Explanation: An important indicator of Louisiana's relative traded sector strength in a competitive world economy.

Rationale: A primary way to diversify and strengthen Louisiana's economy is to increase global trade.

Target: To improve state ranking to the top 20 of all the states.

Data Source: Louisiana Economic Census, Export Statistics

Objective 2.2 - To maintain and increase emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness

2.2.1
Gross farm, forestry and fishery income

***Explanation*:** This figure measures the total income derived from farming, forestry and fishery production in the State of Louisiana.

***Rationale*:** This is a good overall measure of the important contribution that agriculture makes to the state's economy. Growth in total gross farm, forestry and fishery income has averaged approximately 5% per year over the last ten years.

***Target*:** It is assumed that overall growth in this area will be at least equal to the historical average when adjusted for inflation (which for this report is assumed to be constant at 3%/year).

***Data Source*:** 1996 Louisiana Agricultural Summary, Louisiana Cooperative Extension Service

2.2.2
Value added

***Explanation*:** This measures the impact of processing after the various agricultural commodities are harvested.

***Rationale*:** This indicator further illustrates the contribution that Louisiana farmers, ranchers, foresters and fishermen make to the economy of the State of Louisiana.

***Target*:** It is assumed total growth in this indicator (including an inflation adjustment of 3% per year) will equal 6% per year through the year 2008 and then increase another .5 % per year (to 6.5%/yr.) through the year 2018.

***Data Source*:** 1996 Louisiana Agricultural Summary, LCES

2.2.3
Total number of agribusiness firms

***Explanation*:** This indicator tracks the total number of firms that comprise our vital agricultural industry.

***Rationale*:** This indicator can be used as a measure of the overall impact of the agricultural industry on Louisiana's economy.

***Target*:** Assumes that the future growth rate will be at least equal to the historical average of 1.5% per year.

***Data Source*:** County Business Patterns, 1994, Bureau of the Census.

2.2.4
Total employment in agribusiness firms

Explanation: This indicator measures the total growth in agribusiness employment in the State of Louisiana.

Rationale: This benchmark serves as a good measure of the economic growth rate in the agribusiness sector.

Target: Due to increased emphasis on value added processing and the impact of agricultural research, it is expected that the growth rate in employment will be significantly higher than the historical average (1.3% per year). The target rate will be set at 2% per year.

***Data Source*:** Louisiana Department of Labor, Quarterly Report of Employment and Wages, March 1997.

2.2.5
Total value of agricultural exports

Explanation: This benchmark measures the dollar value of all agricultural products exported from Louisiana.

Note: The 1999 update numbers are for total agricultural exports through Louisiana.

Rationale: Louisiana's agricultural economy reaches far beyond farm sales and personal income to farmers. Agricultural products are marketed internationally and domestically, and the income generated in the process benefits the entire state.

Target: It is anticipated that the investment in research and extension efforts will continue to pay dividends in the form of future increases in the value of agricultural exports at least equal to 5% per year.

Data Source: Baseline data: USDA-NASS Reports, 1995. Action Plan 2000 update: US Bureau of the Census, Foreign Trade Division.

2.2.6
Annual number of acres of timberland/wetlands reforested

***Explanation*:** Forests are one of Louisiana's greatest renewable resources. Sustaining forests will enhance economic development and environmental quality for generations to come. Efforts and incentives to reforest lands suitable for growing trees come through several federal, state and private initiatives. This includes planting of hardwoods (oaks, etc.), as well as pine species.

Target: 180,000 acres of hardwood and pine reforested per year by 2008, leveling off to 170,000 acres per year in 2018.

Data Source: Louisiana Department of Agriculture and Forestry, Office of Forestry.

Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail

2.3.1
Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)

Explanation: This measures the State's commitment to working with the private sector and local government officials to develop and implement plans covering all modes of transportation that will, among other things, strengthen Louisiana's existing economy and foster additional growth.

Rationale: Through the Intermodal Surface Transportation Efficiency Act of 1991, Congress mandated that states prepare statewide Intermodal transportation plans. Recognizing that such a requirement represented a new venture for most states, Congress directed the U. S. Department of Transportation to select up to six states to develop model statewide Intermodal plans to guide other states. Louisiana submitted a proposal to develop a model plan and won one of the six grants. The Department of Transportation and Development, in cooperation with the Department of Economic Development and numerous other public and private transportation stakeholders, developed a 25-year Statewide Intermodal Transportation Plan. The plan is primarily focused on economic development.

DOTD adopted the plan in March 1996 as the State's official transportation plan. Subsequently, through Executive Order Number MJF 96-77, the Governor created the Statewide Intermodal Transportation Plan Steering Committee to oversee the implementation effort. The plan will be updated periodically.

Target: The State needs to implement as many elements of the plan as practicable; however, since it is a 25-year plan, it is not reasonable to expect all elements to be fully implemented or funded in 20 years.

Data Source: Information on the extent of progress made in implementing the plan can be obtained from the Secretary of DOTD who serves as chair of the seven member Steering Committee.

2.3.2
Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)

Explanation: This measures progress on completing the projects contained in the Transportation Infrastructure Model for Economic Development (TIMED).

Rationale: TIMED is a statewide plan containing sixteen specific transportation projects of which only three have been fully implemented. The TIMED plan is financed through a dedicated tax of four cents per gallon levied on all gasoline, motor fuels, and special fuels. The tax was enacted in 1989 with an effective date of January 1, 1990 and was scheduled to expire December 31, 2004. In 1998, the tax was extended indefinitely to ensure completion of all of the projects. The intent of the TIMED plan is to stimulate economic development in Louisiana through an investment in transportation infrastructure.

Target: Current analyses indicate that the dedicated tax will be needed through the year 2023; therefore, it is not reasonable to expect that all projects will be completed by 2018.

Data Source: Information on the progress of implementing the TIMED projects, including the latest cost estimates and schedules, can be obtained from the Department of Transportation and Development.

2.3.3
Percentage of Louisiana road and street mileage under State control

Explanation: This measures the progress made in decentralizing government in regards to the administration of public roads and streets.

Rationale: One of the problems identified in the internal and external assessment of the State conducted by the Louisiana Economic Development Council is that: "There is a tendency in Louisiana to centralize the functions of government, moving programmatic control away from the local level." The concept of devolving responsibility for the maintenance, operation, and improvement of roads and streets from state government to local government generated considerable discussion in the development of the Louisiana Statewide Intermodal Transportation Plan. The general consensus is that the State Highway System is too large, containing many routes which do not serve inter-city, inter-regional, or interstate freight or passenger transportation needs. The percent of public road and street mileage under state control in Louisiana significantly exceeds the national average. Comparative statistics for 1996 show Louisiana with a total of 60,667 miles of public roads and streets. Of this, 27.5 percent (16,675 miles) are under State administration compared with a national average of only 22.8 percent (unweighted; 19.6 percent weighted). The goal is to reduce the mileage on the State Highway System to about 20 percent of the total (i.e., reduce from 16,654 to 12,000 out of 60,000+ miles).

Reducing the size of the State Highway System will require a commensurate increase in funding for non-state road and street maintenance. One mechanism for accomplishing this is through the Parish Transportation Fund. However, it should be noted that municipalities do not currently receive monies from the Parish Transportation Fund. The primary advantages of devolution are that local governments would have greater control over transportation decision making and that the State could focus on the primary highway system only.

Target: The State needs to reduce the extent of the State Highway System to about 20 percent of all public road and street mileage in Louisiana over the next 10 years.

Data Source: Statistics on the extent of the State Highway System in relation to total public road and street mileage in Louisiana are available from the Department of Transportation and Development. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Table HM-81. The lag period for updates of this publication is approximately two years.

2.3.4
Louisiana miles of freeway per million in population

Explanation: This measures the extent of the freeway system (i.e. Interstate-type highways) in relation to the state's population.

Rationale: Of any class of highways, freeways provide the greatest levels of efficiency, safety, and reliability in the movement of people and goods. Freeways are essential for the transport of raw materials and finished products. A well developed freeway system is also essential for international and domestic trade. Further, proximity to freeways is consistently cited by businesses as one of the most important factors in location decisions. The importance of this class of highways to the economy was noted in the final report (April 1995) of the Select Council on Revenues and Expenditures (SECURE). A number of new freeway projects are called for in the Louisiana Statewide Intermodal Transportation Plan including the extension of I-49 to the north and to the south. At present, Louisiana is below the national average in miles of freeway per million capita. Statistics for 1996 show that Louisiana has 209 miles of freeway per million capita compared with the national average of 213 miles per million capita.

Target: The goal is to increase the freeway system to 240 miles of freeway per million in population within 20 years. This will require that the State increase its freeway mileage from 910 miles to approximately 1150 miles.

Data Source: Statistics on the extent of Louisiana's freeway system can be obtained from the Department of Transportation and Development; the latest population figures can be obtained from the State Demographer in the Division of Administration. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-35 and FI-2. The lag period for updates of this publication is approximately two years.

2.3.5
Percentage of highway miles with pavements in poor condition

Explanation: This measures the progress in maintaining and improving the condition of highway pavements in Louisiana.

Rationale: Poor highway pavements contribute to a negative image of Louisiana as well as leading to increased vehicle repairs, increased freight damage, and a general decrease in highway safety. A well-maintained highway system is critical to the state's economy including tourism and the transport of products to market. Statistics for 1996 show that 27.1 percent of the highway miles in Louisiana have pavement in poor condition compared with 16.7 percent of all highway miles in the United States.

Target: The goal is to reduce the highway miles with poor pavements to just below the current national average in twenty years.

Data Source: Statistics on pavement condition are from the Highway Performance Monitoring System maintained by the Department of Transportation and Development. The pavement condition for highways classified as Interstate, Other Principal Arterial, and Rural Minor Arterial are based on the International Roughness Index (IRI of 171 or more is considered poor for Interstates; IRI of greater than 220 is considered poor for Other Principal and Minor Arterials). The pavement condition for highways classified as Urban Minor Arterial, Rural Major Collector, and Urban Collector are based on the Present Serviceability Rating (PSR of 2.7 or less is considered poor for Urban Minor Arterials; PSR of 2.5 or less is considered poor for Rural Major and Urban Collectors). Highways classified as Rural Minor Collector and Local are excluded. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-63 and HM-64 (data required correction). The lag period for updates of this publication is approximately two years.

2.3.6
Structurally deficient bridges (percentage of total of all bridges based on deck area)

Explanation: This measures the progress in maintaining and improving the condition of highway bridges in Louisiana.

Rationale: Structurally deficient bridges, if left unrepaired, will require the posting of lower and lower load limits, and will eventually have to be closed. Lower load limits and eventual closure can cause gross inefficiencies in highway operations, particularly for trucks. The rerouting of traffic to adjacent bridges increases travel time and transportation costs which results in increased costs to business and industry. A well-maintained highway system is critical to the state's economy including, tourism and the transport of products to market.

Since bridges are of vastly different sizes (e.g., a local two-lane bridge over a drainage canal versus the I-10 bridge over the Atchafalaya Basin), the measure selected for use here is the deck area of structurally deficient bridges in relation to the total deck area of all bridges expressed as a percentage. While a number of bridges are rehabilitated or reconstructed each year to address structural deficiencies, other bridges become structurally deficient. Further, due to the dates of construction, many Interstate highway bridges (which are typically larger in size) will be in need of rehabilitation or reconstruction around the year 2020. Therefore, reducing the percentage of structurally deficient bridges (based on deck area) and then maintaining it at a low level will require a concentrated effort, but is critical to the long-term economic well-being of Louisiana.

Target: Nearly 3,000 of the 13,700+ bridges in Louisiana are structurally deficient; however, since most of them are relatively small, these bridges only constitute 7.9 percent of the total deck area of all bridges. The goal is to reduce the number of structurally deficient bridges to no more than five percent based on deck area.

Data Source: Statistics on bridge condition are available from the Department of Transportation and Development.

2.3.7
Number of parishes with a public transportation system

Explanation: This measures the number of parishes with a public transportation system.

Rationale: The success of the State's workforce development initiatives, welfare reform, and motor vehicle insurance requirements depend on the availability of public transportation service to all citizens regardless of where they reside. Public transportation is necessary for access to education, training, and employment, particularly for people in the lower income levels (i.e. those without automobiles and those who cannot afford insurance). While 42 parishes have public transportation systems providing general service (as opposed to specialized service for the elderly and disabled), none provide complete parish wide coverage. Further, 22 parishes provide no general service.

Target: The ultimate goal is to provide basic public transportation service in all areas of the state. The first step is to establish a public transportation system in all parishes. Once established, the service area can then be expanded incrementally to cover greater portions of the population. Some funding for public transportation is currently provided from federal sources, through the Parish Transportation Fund, and through state funded programs.

Data Source: Statistics on public transportation services in Louisiana are available from the Public Transportation Division of the Department of Transportation and Development.

2.3.8 & 2.3.9
Number of Louisiana ports in top 10 US ports (based on total cargo tonnage)
Number of Louisiana ports in top 20 US ports (based on total cargo value)

Explanation: These measure the health of the port industry in Louisiana.

Rationale: Ports play a vital role in Louisiana's economy facilitating both international and domestic trade for both the state and the nation. Louisiana's ports are some of the largest in the world as measured in both cargo tonnage and cargo value. However, we face fierce competition from ports in other states; therefore, maintaining our current standing will be extremely difficult. As the economy becomes increasingly global, Louisiana's ports can become even greater assets. Cargo tonnage is an effective measure of the overall level of activity at our ports. However, high value cargo is also a very important measure since it typically generates higher employment than bulk cargo.

Target: The goal is to maintain and improve the state's strong position as a load center for both international and domestic cargo.

Data Source: For cargo tonnage rankings, reference is made to Waterborne Commerce of the U.S. - Calendar Year 1995, U.S. Army Corps of Engineers. For cargo value rankings, reference is made to U.S. Waterborne Exports and Imports Annual 1995, Report TA 985-96, U.S. Bureau of the Census.

2.3.10
Number of public rail/highway at-grade crossings with active warning devices

Explanation: This measures the progress made in improving railroad efficiency, safety, and reliability through the installation of active warning devices (i.e., gates and flashers) at public railroad/highway at-grade crossings.

Rationale: The installation of active warning devices at railroad/highway at-grade crossings has traditionally been viewed as a means of improving highway safety, which it does. Frequently overlooked, however, is the severe adverse affect that these crossings have on railroad efficiency, safety, and reliability. Louisiana industry is highly dependent on railroads for the transport of raw materials and finished products. The installation of active warning devices reduces liability for both the railroads and government, and enhances the efficiency and reliability of freight rail service. In addition, active warning devices can greatly reduce the number of accidents at these crossings which in turn reduces the likelihood of train derailments. The state has over 3300 public railroad/highway at-grade crossings of which only 1170 have active warning devices. Louisiana currently has one of the worst crossing safety records in the country.

Target: The goal is to close approximately 25 percent of the public crossings and to provide active warning devices at nearly all of the remaining crossings by the year 2018.

Data Source: Statistics on railroad/highway at-grade crossings are available from the Department of Transportation and Development.

2.3.11
Number of parishes with limited or no freight railroad service

Explanation: This measures access to freight railroad services for industrial recruitment.

Rationale: Louisiana, like many other states, has been losing rail lines. Over six hundred miles of track have been abandoned in the last ten years. Once rail service is lost for a particular region of the state, it is extremely difficult to have it re-established. The economic development potential of that area is then reduced (i.e., no industries requiring rail service can be recruited to the area). Presently, seven parishes have no railroad service. An additional four parishes have ten or fewer miles of track. In 1996, the federal government abolished the Local Rail Freight Assistance Program which was a program of assistance to keep light density railroad lines viable. However, there are a number of programs the State can initiate to help retain light density railroad lines such as establishing a revolving loan fund for infrastructure rehabilitation and providing grants to fund truck/rail Intermodal facilities.

Target: The goal is to prevent the total loss, or extreme reduction, of freight railroad services in any more parishes.

Data Source: Information on the availability of freight railroad service can be obtained from the Department of Transportation and Development.

2.3.12
Number of foreign cities with direct air service from Louisiana

Explanation: This provides a measure of the international commercial air service available at Louisiana's airports.

Rationale: The number of foreign cities with direct commercial air service from Louisiana is indicative of our ability to conduct business in the global marketplace, attract foreign investment, and attract foreign tourists. Increasing international air service will facilitate international trade in goods and services, and enhance tourism.

Target: The goal is to expand the number of foreign cities which can be reached through direct flights from Louisiana. This can be achieved with some infrastructure improvements and an aggressive marketing/recruitment program.

Data Source: Information on the level of international commercial air service available in Louisiana can be obtained from the Department of Culture, Recreation, and Tourism, or from the Aviation Division of the Department of Transportation and Development.

2.3.13 & 2.3.14
Number of Louisiana airports in top 30 US airports (based on passenger enplanements)
Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)

Explanation: These measures the progress made in developing a major US airport in Louisiana.

Rationale: Major airports serve as regional and even statewide economic engines. They are of key importance in facilitating tourism and both domestic and international trade in goods and services. At present, Louisiana does not have any airports ranked in the top 30 nationally based on passenger enplanements or air cargo tonnage. New Orleans International Airport is the closest with a national ranking of 40th for passenger enplanements and 60th for air cargo tonnage.

Target: The goal is to develop a major US airport for Louisiana as measured by passenger enplanements and by air cargo tonnage. This can be achieved through airport infrastructure investment, the development of soft infrastructure such as international banking and freight brokerage, the development of ancillary facilities, and an aggressive marketing/recruitment program.

Data Source: The latest national rankings of airports based on passenger enplanements and air cargo tonnage can be obtained from the Aviation Division of the Department of Transportation and Development. Reference: FAA AC-AIS Database for 1996.

2.3.15 - 2.3.18
Number of airports which can accommodate jumbo aircraft (9,300'&>735,000#DDTWL)
Number of airports which can accommodate international jet aircraft (7,600'&>75,000#SWL)
Number of airports which can accommodate commercial jet aircraft (5,347'&>75,000#SWL)
Number of airports which can accommodate corporate jet aircraft (4,250'&>12,000#SWL)

Explanation: These measure the ability to accommodate various types of aircraft at Louisiana's airports.

Rationale: Basic airport infrastructure is essential in the recruitment of business and industry to the state; however, less than one-half of our 72 public airports can accommodate corporate jet aircraft. Far less can accommodate international or domestic jet aircraft (passenger or cargo). Only a few of the airports in the state can accommodate the very large passenger or cargo aircraft.

Target: The State needs to expand its basic airport infrastructure to aid in the recruitment of business and industry, and to attract additional international and domestic commercial air service.

Data Source: Information on airport infrastructure in Louisiana may be obtained through the Aviation Division of the Department of Transportation and Development. References: FAA's AC 150/5300-13, Airport Design, FAA's AC 150/5325-04, Runway Length Requirements for Airport Design, FAA's Airport/Facility Directory, South Central US, 9/11/97.

2.3.19
Percentage of weigh stations fully automated

Explanation: This measures the number of truck weigh stations which have been automated to reduce delay and improve safety.

Rationale: Delays at weigh stations can be extensive resulting in additional freight shipment costs. Furthermore, delays in processing can result in queues of trucks extending into the mainline of the highway. Automation of weigh stations, including weigh-in-motion equipment and automatic vehicle identification equipment, can improve efficiency at these

facilities and reduce truck queuing. Over 11,000,000 trucks were processed at the State's 12 weigh stations in 1996. At the end of 1997, none of these facilities were fully automated.

Target: The goal is to fully automate all existing weigh stations within 20 years. Full automation at new weigh stations would be provided at the time of construction.

Data Source: Statistics on the extent of weigh station automation in Louisiana may be obtained from the Department of Transportation and Development.

2.3.20
Number of parishes with an inventory of available commercial and industrial sites

Explanation: This measures the extent of inventories of commercial and industrial sites available for development.

Rationale: A current inventory of available commercial and industrial sites is essential in business and industry recruitment efforts. Such inventories should contain information on transportation access and the availability of various utilities for each site.

Target: All parishes should maintain an inventory, which should be continuously updated.

Data Source: Information on the extent of inventories of available commercial and industrial sites can be obtained from the Department of Economic Development.

2.3.21
Number of parishes with at least one designated industrial park

Explanation: This measures the number of parishes that contain at least one designated industrial park.

Rationale: Industrial parks provide attractive sites for new businesses to locate, particularly if government incentives are provided. Some parishes contain several industrial parks, while others have not designated any. Many ports and airports serve as industrial parks as well as transportation facilities. Others are located adjacent to freight rail lines or major highways.

Target: The goal is to have at least one designated industrial park in each parish by the year 2018.

Data Source: Information on the number and locations of industrial parks statewide is available from the Department of Economic Development

2.3.22
Percentage of Louisiana flood insurance policyholders receiving rate reductions

Explanation: This measures the percent of policyholders receiving flood insurance rate reductions.

Rationale: The National Flood Insurance Program provides rate reductions to policyholders in communities participating in the Community Rating System (CRS). Communities can participate in a number of activities ranging from public information to levee and dam safety inspection programs to gain flood insurance rate reductions of 5 to 45 percent. In 1997, policyholders in CRS areas received rate reductions totaling over $7 million. Reducing flood insurance premiums lowers overhead costs for business and industry, and, in effect, increases household income in many areas of the state.

Target: The goal is to increase participation in the CRS such that at least 95% of all policyholders are receiving flood insurance rate reductions by the year 2018.

Data Source: Statistics on participation in the CRS and total premium savings may be obtained through the Louisiana Department of Transportation and Development.

Objective 2.4 - To develop and implement a long-term plan for the significant improvement of Louisiana's information and telecommunications infrastructure

Objective 2.5 - To increase business investment in modernization of facilities and systems

Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies

2.6.1
Research & development expenditures per capita (percent of national average)

Explanation: Data show that on a per capita basis, the dollar amount of research and development conducted in Louisiana (private and public sectors) is only 17.5% of the national average. The goal is to increase the amount of R&D conducted by both universities and the private sector to the national average within 20 years. To do so, the State must find ways to encourage increased R&D by the private sector and at universities.

Rationale: Increased private sector R&D will provide another avenue for employment of science and engineering graduates of Louisiana universities. It also increases the potential for those companies to develop innovative products and services, allowing them to expand their business in the state and providing and strengthening companies to which Louisiana universities can license technology and around which support companies can grow and flourish.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile, 1994, and the Louisiana Partnership for Technology & Innovation

2.6.2
Number of startups formed based on technologies developed at Louisiana universities
Explanation: Some technologies developed at universities may serve as the basis for new companies. Much growth -- jobs and revenues -- results from new, technology-based companies. Louisiana universities should facilitate and encourage faculty and staff to participate in startups based on technologies developed at the universities.

Rationale: New technology-based businesses, particularly clusters of those in non-traditional industries, can contribute to the diversification of Louisiana's economy and to growth in high quality (requiring advanced skills but commanding higher pay) jobs.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

2.6.3
Business vitality rank (among the 50 states)

Explanation: A thorough review of a economic performance by 1) determining the extent to which the economy is providing work for those who seek it; 2) determining how well people are compensated for the work they do; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale: It is advantageous to determine the ability of a state's economy in encouraging new business growth and increased trade.

Target: To improve the national ranking into the top 25 states.

Data Source: Annual Development Report Card - Corporation for Enterprise Development

Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas

2.7.1
Number of firms in targeted diverse industries

Explanation: This benchmark is intended to provide an indication of progress toward diversification of the state's economy. Industry targets are based on technology clusters recommended by two focus group meetings--one held in north Louisiana and one in south Louisiana--composed of business and university leaders from those areas. The targeted clusters are:

Medical and biomedical
Micro manufacturing
Software, autoregulation, Internet, & telecommunications
Environmental technologies
Food technologies
Materials

Information on the number of companies in the state within each targeted industry cluster was sought to provide the baseline data on which to base projections. However, the data available do not adequately reflect the existing base in Louisiana.

The U.S. Department of Commerce's Standard Industrial Classification (SIC) system has been used for many years to group companies according to the type of business in which they are engaged. These categories allow Federal and state government agencies and other groups to track and provide consistent information by industry. The SIC system is now being updated to better reflect today's economy and meet its data requirements. The new system, known as the North American Industry Classification System (NAICS), identifies more than 350 new industries. Limited preliminary information by NAICS category will be available in 1999; however, it could be as late as 2002 before some relevant data are published.

Both systems (especially the SICs) are inadequate for measuring activity within most of the targeted industry clusters. Information on some companies that would fall into the software, telecommunications, and medical/biomedical clusters can be gathered by SIC, and NAICS data will be even better. However, Micro manufacturing, autoregulation, and advanced materials companies are included in many different SICs and NAICSs. Reliable information on these sectors cannot be obtained using data by SIC or NAICS categories. Baseline data for the number of environmental services companies are not available because these companies cannot be identified using the current SIC system. In the SIC system, environmental services companies are lumped into the Sanitary Services SIC, which includes, among other things, the many garbage collection companies in the state. The NAICS system will, however, provide information on environmental services companies in the next few years.

In spite of the inadequacy of the available data, it is possible to identify and count companies in the targeted industry sectors. The State needs to develop a way to consistently count the types of companies targeted and gather the baseline data needed to make projections.

Rationale: These areas represent growth areas nationally and for which Louisiana has an existing resource base (private sector, university, or both) and a substantive competitive advantage.

Target: To be set.

Data Source: Report on Technology Cluster Meetings, Louisiana Partnership for Technology & Innovation, the U.S. Department of Commerce, County Business Patterns, and the U.S. Census Bureau

Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms

2.8.1
Venture capital under management

Explanation: While the amount of venture capital has grown significantly (in relative terms) in the last few years, it is still well below the amounts available in southern states (e.g., Florida, North Carolina, Tennessee, and Georgia) that lead the region in technology-based employment and income.

Rationale: The availability of venture capital is critical to growth of technology-based business (i.e., high-growth businesses defined in terms of number of employees, their skill levels, and their wages).

Target: Professional judgment used.

Data Source: Baseline data from a survey of Louisiana venture capital companies (including SBICs, Certified Louisiana Capital Companies, and BIDCOs), Pratt's Guide to Capital Sources, 1997. 1999 update from the CAPCO Study by Postlethwaite & Netterville (December 1999).

2.8.2
Institutional seed capital for investments of less than $1 million

Explanation: There are several reasons for public intervention at the pre-venture capital stage in the absence of private institutional capital. Growth areas in the United States are characterized by high rates of technology-based business startups, with attendant high rates of job creation and high wages. Thus, it should be public strategy to encourage the creation of technology-based startups. These businesses, however, rely on some form of seed capital investments to launch. Seed capital investments are extremely high-risk investments that private companies find difficult to justify in the absence of tax credits or other incentives given other, less risky investment opportunities. With no private companies in Louisiana making seed capital investments, this is an appropriate place for public intervention.

Rationale: There is currently no institutional seed capital (amounts under $1 million) for technological development and startups available in Louisiana. Most seed capital is provided through personal resources, the resources of friends and family, the resources of wealthy individuals, and secured personal bank loans. For entrepreneurs who do not have family or friends with money to invest, who do not have collateral for personal bank loans, or who have used all the funds that are available from those sources, there is little chance of commercializing their technology. Venture capital companies generally do not invest in startups but rather engage in later-stage financing after a firm has substantive sales.

Target: Professional judgment used.

Data Source: Surveys and cumulative knowledge of the industry within the Science & Technology Task Force and the Louisiana Economic Development Corporation

Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies

2.9.1
Corporate tax burden as a percentage of the southern average – manufacturers and non-manufacturers

Explanation: This benchmark compares state and local corporate taxes to those of other southern states.

Rationale: Louisiana corporations pay state and local taxes that are substantially above those of other southern states. These higher taxes may affect Louisiana's ability to compete.

Target: To be set.

Data Source: Public Affairs Research Council of LA, Inc., *PAR Analysis*, December 1994

2.9.2
State bond rating

Explanation: Moody's raised Louisiana's rating from Baa1 in March of 1997 to A2 in 1998. Louisiana ranks 40th in the rating services out of 40 states rated for General Obligation Bonds**.** Rating and ranking measures investors perceived risk of prompt payment of debt obligations. The lower the rating, the higher the cost of outside capital is to the State.

Rationale: By raising the rank, Louisiana would be placed in a more competitive ranking with other states. In periods of low investors liquidity, the higher rated states would have priority access to borrowing while poorer rated states might find outside funding unavailable.

***Target*:** To be ranked 20th in the Year 2018.

***Data Source*:** Moody's Rating Service

2.9.3
Tax supported debt as a percentage of personal income

Explanation*:* This ratio is a key measure in ranking state debt load to income levels of our citizens.

Rationale*:* In 1995, Louisiana ranked 40th in per capita income at $18,981 versus the national average of $21,676. State debt levels were well above the national average.

Target*:* By the year 2013 move ratio to below national average through increasing income levels and paying down debt aggressively during periods of strong economic growth.

Data Source: Mr. William Black, Economist, Louisiana House of Representatives

2.9.4
Federal funding flows

Explanation*:* These benchmarks calculate the flow of funds coming out of Louisiana to Washington and the amount of funds remitted from Washington to Louisiana.

Rationale: Obviously, the higher the net level to Louisiana and the higher the national ranking, the more the state benefits from its relationships with the Federal government.

Target*:* To insure that Louisiana remains a net receiver of funds and in no case falls below the national average in funds received.

Data Source: Baseline data from Mr. William Black, Economist, Louisiana House of Representatives. 1998 Update from Bureau of the Census, Economic and Statistics Administration.

Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise

2.10.1
Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the State. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the state.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 2.11 - To increase university and private sector research and development particularly in the targeted technology areas

2.11.1
Research & development expenditures by doctoral granting institutions

Explanation: Increases in the amount of research and development (R&D) funding and expenditures at universities generate more opportunities for an increase in the number of faculty, staff, and students involved in R&D. This in turn leads to greater opportunities to educate and train students in more diverse fields and expands skills capacity for increased technology-based economic development.

Rationale: Increased R&D funding and expenditures at universities lead to more student involvement, thus more science and engineering training for students as future employees for Louisiana companies.
It may likely lead to R&D in more diverse areas, leading to the training of students and development of technologies in more and different fields. Finally, increased R&D increases the potential for technological development, which can lead to new products and services for Louisiana companies, both existing and startups.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile (By State), 1994

2.11.2
Research & development expenditures in the non-formula area of agriculture

Explanation: This benchmark measures R&D expenditures in the area of agriculture and agricultural extension. It is listed as a separate benchmark because much of the State funding for agricultural research and extension is funded through the LSU Agricultural Center, which is not a part of the funding formula and is not a doctoral granting institution.

Rationale: Research scientists generate knowledge and information to sustain existing agricultural programs, to permit the growth of new enterprises, to strengthen the state's economy, and to increase the development of human capital. Extension specialists and agents then analyze that information and disseminate it to the people of the state.

Target: To increase at about 3.5 percent annually.

Data Source: Louisiana Board of Regents

Objective 2.12 - To increase the number and quality of scientists and engineers

2.12.1
Science & engineering bachelor degrees awarded per million people as a percentage of the national average

Explanation: In the 1994-95 school year, the number of science and engineering bachelors degrees awarded by Louisiana universities was 7% below the national average. The Louisiana Economic Development Council believes the state should strive to be above the national average.

Rationale: The state must be concerned with the production of technologists (i.e., science and engineering graduates) if it wants to grow, retain, and attract technology-based companies. These companies must have trained workers.

Target: Professional judgment used.

Data Source: U.S. Department of Education, 1994-1995, and the Louisiana Partnership for Technology & Innovation

Objective 2.13 - To attract and retain distinguished researchers

Objective 2.14 - To produce more flexible, adaptable, and innovative technicians for industry

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the state

3.1.1
Per capita income as a percentage of the U.S per capita income, by region

Explanation: Per capita income is commonly used as a measure of the relative well-being of a region's people. It is shown as a percentage of the national average to show how Louisiana and regions within the State compare to the rest of the country.

Rationale: An important indicator of movement to insure that the State is moving toward improving the financial well-being of its citizens.

Target: To be set

Data Source: Baseline data calculated using data from the *Survey of* Current *Business*, May 1998. Updated 1998 data calculated using Bureau of Economic Analysis data.

3.1.2
Economic performance rank (among the 50 states)

Explanation: A thorough review of economic performance by: 1) determining the extent to which the economy is providing work for those who seek it; 2) determining how well people are compensated for work they do; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale: This measure is important in evaluating Louisiana's competitive economic performance in serving its citizens.

Target: To achieve a national ranking among the top 25 states.

Data Source: Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1999.

3.1.3
Average annual pay rank (among the 50 states)

***Explanation*:** To insure an improvement in the standard of living of Louisiana citizens, this issue goes beyond how many jobs are being created, and gauges how good the jobs are in terms of wages and benefits. Information from the U.S. Department of Labor - Bureau of Labor Statistics.

Rationale: An important indicator to insure that the jobs provided to Louisiana citizens are providing competitive wages and benefits.

Target: To improve the national ranking into the top 20 states.

***Data Source*:** Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1998.

3.1.4 & 3.1.5
Number of women-owned businesses
Number of minority-owned businesses

***Explanation*:** An important determination of growth and diversification in business ownership and economic opportunity within the state. Businesses are defined as the number of firms with paid employees.

Rationale: An indication that Louisiana business growth is diverse and benefits women, minorities, and economically disadvantaged persons.

Target: Increase annual growth by at least one full percentage point.

***Data Source*:** 1992 Louisiana Economic Census, Women-Owned Businesses and 1992 Louisiana Economic Census, Black-Owned Businesses

3.1.6
Employment per year

Explanation: This measures the total growth in employment (including agriculture) by region in the State of Louisiana.

Rationale: The number of people employed is shown by region in order to monitor the differences within the state.

Target: Annual growth in employment of 2.5 percent.

Data Source: Louisiana Department of Labor.

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the state.

3.2.1 & 3.2.2
Unemployment rate ranking
Unemployment rate, by region

Explanation: Even though this measure is highly questioned, it is the most commonly used gauge of the mismatch between the number of jobs and job seekers. The data were gathered and aggregated by region (planning district) in order to monitor conditions in each region of the state.

Rationale: By utilizing ranking information, rather than the rate itself, one can assess Louisiana's performance in job creation compared to the other states.

Target: To achieve a statewide unemployment rate that is among the 25 lowest in the nation.

Data Source: Unemployment rate ranking from Annual Development Report Card, Corporation for Enterprise Development, 1996. Regional data calculated using Louisiana Department of Labor data.

3.2.3 & 3.2.4
Poverty rate national ranking
Poverty rate, by region

***Explanation*:** This indicator provides a concrete measure of economic performance in general, and of equity in particular. The data were gathered and aggregated by region (planning district) in order to monitor conditions in each region of the state.

***Rationale*:** This assessment demonstrates that Louisiana's economy is genuinely providing opportunities for its citizens, in comparison to other states.

***Target*:** To achieve a poverty rate that is among the 25 lowest in the nation.

***Data Source*:** Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1999. Regional data calculated using U.S. Department of Commerce, Bureau of the Census Social and Economic Characteristics. National ranking from Annual Development Report Card, Corporation for Enterprise Development.

Objective 3.3 - To have safe homes, schools, and streets throughout the state

3.3.1
Index crime rates

Explanation: Crime rates, which are reported by the Federal Bureau of Investigation, are based on the number of serious crimes (index crimes) reported to police per 100,000 residents. Violent crimes are murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. Property crimes are burglary, larceny-theft, and motor vehicle theft.

In 1995, Louisiana had the fourth highest overall crime rate of all states, and the second highest violent crime rate. Louisiana's property crime rate ranked seventh highest. The state's overall 1995 crime rate was 26.5 percent higher than the national rate, with the violent crime rate 47.2 percent greater and the property crime rate 23.4 percent higher

Rationale: Crime leads the list of problems identified by Louisiana voters in a December 1996 statewide poll conducted for the Baton Rouge Advocate. Using a scale of one to ten (with one being not serious at all and ten being extremely serious), 86 percent of all respondents gave crime a rating of eight, nine, or ten; almost two-thirds ranked crime at ten (or extremely serious). Twenty-six percent of poll respondents indicated that crime has caused significant changes in the way they live, 36 percent reported being extremely affected by crime, and only 38 percent felt that crime has little or no effect on their lifestyles. Crime also topped the list of problems cited by Louisianians in a similar year-end poll conducted in 1995.

Target: To be set.

Data Source: *State of Louisiana, 1997 State of the State*, Office of Planning and Budget, 1997. Date from the U.S. Department of Justice, Federal Bureau of Investigation

3.3.2
Louisiana fatal and non-fatal injuries (persons) per 1000 registered vehicles

Explanation: This measures progress made in improving traffic safety on Louisiana's public roads and streets.

Rationale: Traffic safety is a major concern in Louisiana. The state's accident rates far exceed the national average regardless of the measure used (i.e., per million miles traveled, per 1000 capita, per 1000 licensed drivers, or per 1000 registered vehicles). Louisiana's poor traffic safety record is reflected in our motor vehicle insurance rates which are some

of the highest in the nation (the "per 1000 registered vehicles" measure was selected for use here since it is the most indicative of how widely traffic accident costs are spread). A poor traffic safety record, high insurance rates, and other traffic accident costs have an adverse effect on business and industry, and contribute to a negative image of Louisiana. Statistics for 1996 show that traffic accidents resulted in 26.61 fatal and non-fatal injuries per 1000 registered vehicles compared with a national average of 18.29.

Target: The State needs to vastly increase its efforts in public awareness, law enforcement, and infrastructure safety improvements to reduce traffic accidents and motor vehicle insurance rates. Since the national average is expected to decline, the goal is to reduce Louisiana's rate to a level below the current national average.

Data Source: The most recent statistics on traffic accidents and registered vehicles in Louisiana are available from the Highway Safety Commission in the Department of Public Safety and Corrections. Statistics comparing Louisiana's traffic accident rates with those of other states and with the national average may be obtained from the federal publication entitled Highway Statistics 1996 FHWA, US DOT, Tables FI-2 and FI-3 (data required correction.) The lag period for updates of this publication is approximately two years.

3.3.3
Number of truck parking spaces at state-maintained rest areas

Explanation: This measures the number of truck parking spaces available at state-maintained rest areas throughout Louisiana.

Rationale: Federal law limits commercial vehicle drivers to ten hours of operation before a mandatory extended rest period is required. However, drivers often times have difficulty finding a suitable location to park at either public or private facilities, even for short, routine stops. Consequently, drivers are forced to park in inappropriate or unsafe locations, or continue operation in violation of federal law. Providing adequate parking at public rest areas will facilitate the safe and efficient delivery of goods to market. This can help hold down freight transport rates and improve the competitiveness of Louisiana's products in domestic and international markets.

Target: The goal is to gradually increase the number of parking spaces at state-maintained rest areas over the next 20 years to not only address the present shortage, but also to accommodate the expected increase in truck volumes on Louisiana's highways.

Data Source: Statistics on the number of truck parking spaces at state-maintained rest areas can be obtained from the Department of Transportation and Development.

3.3.4
Percentage of state-maintained rest areas with 24-hour security

Explanation: This measures the percentage of state-maintained rest areas throughout Louisiana that have around the clock security.

Rationale: Many motorists traveling to, or through, Louisiana for business or pleasure form their first impressions of the state by the quality of our rest areas. If a rest area is clean and attractive, and the motorist feels secure, the first impressions are favorable. On the other hand, if the facility is not well-maintained and the surroundings appear unsafe, the first impressions, which are often lasting impressions, are unfavorable. In recent years, tourists have been murdered at rest areas in other states. These occurrences received regional and national attention. It can take years to repair the image of a state where such incidents receive widespread media coverage. Around the clock security provides a high degree of safety and comfort to motorists and can also help maintain the appearance and cleanliness of rest areas due to a reduction in vandalism. For the tourism industry and for business recruitment, it is essential that Louisiana's rest areas are both clean and attractive, and that they are perceived to be safe by motorists.

Target: The goal is provide around the clock security at all state-maintained rest areas within five years and to ensure that it continues for at least the next 15 years.

Data Source: Department of Transportation and Development

Objective 3.4 - To have a safe and healthy environment for all citizens

3.4.1
Number of state air monitoring stations and parishes not meeting National Ambient Air Quality Standards

Explanation: This benchmark measures which monitored areas of the state do not meet National Ambient Air Quality Standards (NAAQS) for ozone, a serious air pollutant linked mainly to industrial and transportation activity. The data come from 44 monitoring stations statewide (29 measure ozone), most of which are concentrated in the industrial regions of Calcasieu Parish and the Mississippi River parishes from Point Coupee through Plaquemines. Five contiguous parishes centered around and including East Baton Rouge are currently designated as serious non-attainment for ozone. If attainment is not reached by 1999, EPA could redesignate the area as severe. EPA recently finalized stricter air quality standards (new compliance date 2012) that may increase non-attainment parishes to nine and necessitate adjusting the benchmark data and goals.

Rationale: Good air quality, actual and perceived, is a fundamental to the health and prosperity of Louisiana's citizens.

Target: Professional judgment used.

Data Source: Louisiana Department of Environmental Quality

3.4.2
Pounds of toxic released to air per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana air based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that: a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.), this indicator will be presented as pounds of chemical released to air per dollar of GSP (both in millions), categorized as a) gross annual TRI and b)core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize air pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good air quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997. Projections may change if another base year (such as 1997) is officially chosen, and real data becomes available for that year.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.3
Acreage closed to oyster harvesting due to water pollution

Explanation: This benchmark measures the areal extent of coastal water bottoms that are closed to oyster harvesting when high levels of coliform bacteria are detected in surface waters. Approximately 2.5 million acres of Louisiana coastal waters capable of supporting oyster growth are monitored by the Department of Health and Hospitals, which provided the estimates of the total acreage of water bottoms closed in January of 1997. There is seasonal and annual variation in the location and total acreage closed, but DHH estimates represent the typical total acreage closed during recent years. Approximately 60% of Louisiana's shellfish growing waters are currently closed to harvesting.

Note: Louisiana currently monitors approximately 8 million acres of actual or potential oyster growing areas. Of this total, approximately 60% or 4.8 million acres are closed during the month of January to direct market harvest.

Additionally, 1.2 million acres are classified as "prohibited" which prohibits the harvest of any shellfish located in such areas for any purpose. Seasonal variations exist throughout the estuary with more total area being closed in the winter periods and less in the summer months.

Rationale: Oysters are filter feeding mollusks that can retain certain pathogens and contaminants which are considered health hazards. While fecal bacteria are present in most vertebrate species, including cattle and waterfowl, the exposure of oysters to human disease organisms associated with domestic sewage is a threat to human health. Moreover, the closure of many productive oyster growing areas to commercial harvests has important and adverse economic impacts on oyster lease holders, oyster fishermen, restaurants owners and others who depend upon this seafood for all or part of their livelihood.

Target: Modified aggressive-negative method used (5% reduction in total acreage closed in 10 years and 10% reduction in 20 years projected)

Data Source: Louisiana Department of Health and Hospitals, Shellfish Program

3.4.4
Percentage of groundwater public water systems that participate in the Well Head Protection Program

Explanation: This benchmark measures approximately how many people get their drinking water from protected underground sources. Groundwater contamination is much easier to prevent than to clean once contamination occurs. The Well Head Protection Program (WHPP) is designed to protect the quality of drinking water supplies obtained from community wells by protection the surface and subsurface area around a water well from contaminants adverse to human health.

Note:
1. The 32.5% figure quoted for Vision 2020 for 1997 is the % of the 2,646,000 people served by public water systems using the Wellhead Protection Program (not ground water public supply systems).
2. In addition to that, in FY 1997-98 DEQ was were tracking the % of **Community** Public Ground Water Systems (1245) in the Wellhead Protection Program. This figure was 12.2%. Only Community Systems were candidates and Non-Community Systems were excluded. This converts to 8.6% in terms of the total universe of 1748 ground water public supply systems. DEQ is now at 10.5% of 1748 total ground water systems at the end of 1999 as reported earlier. Thus, we are moving forward (8.6% to 10.5%) and not backwards. Nevertheless, in consideration of the changes that have taken place, the Wellhead Protection Program is a poor candidate for Vision 2020.
3. In August 1997 EPA released a guidance document for a national Source Water Assessment Program which was based in large part upon the Wellhead Protection Program. It was based on the Safe Drinking Water Act Amendments of 1996 and resulted in many of the water systems targeted for the Wellhead Protection Program being included in the Source Water Assessment Program.
4. The Source Water Assessment Program is mandated by Congress through the Safe Drinking Water Act Amendments of 1996 and the Louisiana Department of Environmental Quality (LDEQ) had to submit a state program for approval to EPA. The program was approved on November 6, 1999. At this time it was determined that there would be 1748 ground water systems (all) covered by both programs, and we had to determine what would be in the Wellhead Protection Program and what would be in the Source Water Assessment Program.
5. The Source Water Assessment Program is heavily funded by the federal government and both programs must be completed by May 6, 2003. Thus many of the water systems scheduled for completion over many years in the Wellhead Protection Program were shifted into a different program. Now there are 237 ground water systems identified for the Wellhead Protection Program with all to be completed by 2003. Thus the universe of numbers in *Vision 2020* and the long-term time range of *Vision 2020* are no longer valid.

Rationale: Good groundwater quality is fundamental to the health and prosperity of many Louisiana citizens.

Target: Modified aggressive-positive method used (increased 15% each five year period).

Data Source: Louisiana Department of Environmental Quality

3.4.5
Pounds of toxic chemicals released to surface water per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana surface water based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.) This indicator will be presented as pounds of chemical released to surface water per dollars of GSP (both in millions), categorized as a) gross annual TRI and b) core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize surface water pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good surface water quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.6
Annual number of acres/ sites returned to active commerce through the EPA's Brownfields Project and/or DEQ's Voluntary Clean-up Program

Explanation: This benchmark identifies the number of acres/sites that have been the subject of a Brownfields project by either EPA or a Voluntary Clean-up Program ("VCP") by LDEQ and as such, have been wholly or partially placed back into active commerce/operation.

Rationale: By utilizing Brownfields and/or VCP projects to place previously abandoned or negatively impacted industrial/commercial facilities back into commerce, the state will be realizing numerous positive economic impacts. First, virgin sites will not be required for conversion from a formerly pristine site to an industrial site. The State will be recognizing that it may be better to use existing industrial sites rather than impacting presently unused green field sites. Second, a previously abandoned and polluted Brownfields site or sites that is negatively impacted by a pollution event/source, will be placed back into active commerce. This will result in additional tax revenues, employment and other positive economic benefits. Third, a possible fringe benefit will be that the pollution aspects associated with the particular Brownfields site or VCP project may be addressed by the former, current or new owner (or any combination thereof), which will result in a reduction and/or elimination of the threat of an adverse public health, safety and environmental concern relative to the particular site.

Target: Stand/positive method used.

Data Source: United States Environmental Protection Agency and Louisiana Department of Environmental Quality, Inactive and Abandoned Sites Division

3.4.7
Solid waste management classified as recycled/reused

Explanation:
a) Number of governmental subdivisions reporting recycling programs. This benchmark measures the number of cities, parishes and solid waste management districts that engage in some type of program for recycling municipal and/or commercial solid waste.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. This benchmark measures the number of private and governmental entities (i.e., municipalities, parishes, regional landfills, etc.) that have received permits for beneficial reuse/composting facilities.

Rationale:
a) Number of governmental subdivisions reporting recycling programs. In communities where some level of recycling activity has been undertaken, it is believed that the citizens of those political subdivisions recognize the value of resource conservation and waste reduction on an individual level and the value of diverting such material from landfill disposal.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. These programs demonstrate the economic advantage of various programs for the beneficial reuse of waste. These programs have been undertaken because land disposal is not viewed as a sound economic and/or environmental alternative.

Target: Professional judgment used.

Data Source: Solid Waste Division, Louisiana Department of Environmental Quality

3.4.8
Percentage of Louisiana assessed water bodies fully supporting their designated uses

Explanation: This composite benchmark measures how well Louisiana's surface water bodies (lakes, reservoirs, streams and estuaries) meet their designated use categories (primary and secondary contact recreation, fish/wildlife propagation, drinking water supply, oyster propagation, agriculture and outstanding natural resource) as determined by the Department of Environmental Quality. Possible causes of non-support are many, and therefore, so are the strategies to improve deficiencies. Non-point source surface runoff is the major problem contributing to poor surface water quality.

The value shown is substantially lower than the baseline number shown in *Vision 2020*. The lower value reflects changes in assessment procedures which now report values only if complete monitoring data are available on a water body subsegment; otherwise, the subsegments are reported as "insufficient data." Prior to this procedural change, a large number of streams that were only partially surveyed and had incomplete data were included, thus inflating the percentage value. In the next few months, the Environment Task Force will revisit the projections for this benchmark and make appropriate adjustments.

Rationale: Clean rivers, streams, lakes and estuaries are essential for drinking water supplies, recreation and propagation of seafood and wildlife.

Target: Trend is inconsistent. Mild aggressive-positive method used.

Data Source: Louisiana Department of Environmental Quality

3.4.9
Number of fishing and swimming advisories

Explanation: This benchmark measures how many health advisories exist on state lakes, streams, bayous and Gulf shores, and how many areas are affected. Advisories for (typically) mercury, chemical and fecal coliform contamination gain sharp public attention and, it is hoped, will mobilize remediation actions. Quantities are expressed here as stream miles and lake square miles (excluding the miles of Lake Pontchartrain south shore beaches). Increased monitoring efforts for mercury contamination in fish may further increase the advisory total before any reductions are realized.

Note: Increased monitoring efforts for mercury have substantially increased the size of the area affected by health advisories. The tremendous increase is a result of an advisory being placed on the Gulf of Mexico.

Rationale: Clean surface water bodies are essential for recreation, fishing and tourism.

Target: Aggressive-negative method used per DEQ suggestion (20% reduction).

Data Source: Louisiana Departments of Environmental Quality and Health and Hospitals.

Objective 3.5 - To preserve, develop, promote and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values

3.5.1
Amount of State-owned lands for natural resource management

Explanation: This benchmark measures the acreage of lands owned by Louisiana resource management agencies. These lands are primarily managed for fish and wildlife or recreation. The Louisiana Department of Wildlife and Fisheries owns 49 Wildlife Management Areas and 7 State Refuges totaling 657,866 acres. The Office of State Parks owns 39,000 acres at 56 sites. The Office of State Parks plans to double the acreage of parks and recreation in the next 15 years. The Louisiana Office of Forestry owns a total of 8,250 acres at one site.

Rationale: State-owned lands provide public access for outdoor based recreation, which is an important component to perceived quality of life. Protection of important natural resources, such as fisheries nursery areas, assure long-term economic benefits to many citizens in Louisiana.

Target: Increase of 10,000 acres annually through the year 2018

Data Source: Louisiana Department of Wildlife and Fisheries, Louisiana Office of Forestry and Louisiana Office of State Parks

3.5.2
Total Louisiana species listed as threatened, endangered or rare plants

Explanation: This benchmark addresses the extent to which natural habitat is sufficient for sustaining rare, threatened or endangered native animals, (bird, mammal, reptile, amphibian and fish) and native plant species. Data used is based on federal and/or state Status listing. Note that state ranks are assigned by each state's Natural Heritage Program, thus a rank for a particular element may vary considerably from state to state. Also, when counting species year to year, data must be compared to each particular species because species are added and removed from the list.

Target: Standard negative target setting method.

Data Source: Louisiana Department of Wildlife and Fisheries, Natural Heritage Program

3.5.3
Coastal prairie restoration

Explanation: This benchmark measures the acreage of coastal prairie habitat restored in the State of Louisiana. The coastal prairie is an ecosystem that represents the southeastern-most extent of the great prairie that extended from southern Canada to the northern Gulf of Mexico. In our region, this prairie is a hybrid ecosystem containing elements of coastal wetland and upland grassland. Due to extensive agriculture, this ecosystem is considered by various conservation agencies to be endangered. Prior to the widespread agricultural development that occurred beginning in the late 1800s, it is estimated that there was approximately 2.2 million acres of coastal prairie in southwestern Louisiana. At present, 99.99% of this habitat has been lost and only about 250 acres remain. Most of the remaining acreage is unprotected and is at risk of being lost.

Rationale: This ecosystem represents a unique component of Louisiana's natural resources and its protection and preservation is important to the protection of biodiversity in the state.

Target: To reestablish sufficient coastal prairies to protect the native plants and animals of this distinctive community type. The rate of restoration will be limited by the supply of native seed from the region and will be expected to increase over time as commercial sources are established and suitable sites are identified.

Data Source: USGS-National Wetlands Research Center and United States Fish and Wildlife Service, Lafayette, Louisiana Ecological Services Office.

3.5.4
Restoration of inland wetlands

Explanation: This benchmark measures the acreage of inland wetlands restored to the State of Louisiana. Since 1812, five million acres of inland bottomland forests and cypress/tupelo swamps have been converted to other habitat types, primarily agricultural systems. More recently, 628,000 acres of inland wetlands were converted to other land uses between the mid-1970s and mid-1980s. Over the past decade or so the United States Department of Agriculture and the United States Department of the Interior have implemented programs that have resulted in the restoration of 89,000 acres of inland wetlands in Louisiana. Additionally, the United States Department of Army has secured, and continues to negotiate for, a total of 50,000 acres under fee title, and a total of 338,000 acres under environmental easements. Finally, the U. S. Fish and Wildlife Service and the Louisiana Department of Wildlife and Fisheries annually acquire between 5,000 and 10,000 acres of inland wetlands of refuge lands.

Rationale: Fifty percent of the original acreage of inland wetlands extant at the time of Louisiana statehood in 1812 has been lost. This critical habitat type supports a broad array of plant and animal communities and contributes to the natural diversity of Louisiana. Additionally, bottomland hardwood forests and cypress/tupelo swamps support a growing wood products industry.

Target: Restoration of 15,000 acres annually through the year 2028 by Federal and state agencies.

Data Source: U.S. Geological Survey, National Wetlands Research Center and U.S. Fish and Wildlife Service, Lafayette Ecological Services Office.

3.5.5
Reducing annual loss rate of coastal wetlands

Explanation: This benchmark documents the loss of coastal wetlands (primarily emergent marshlands) and the prevention of this loss through protection/restoration efforts. During the period from 1956 to 1978, coastal wetlands were being lost at the rate of 50 square miles annually. Between 1978 and 1990, the loss rate was measured at 35 square miles annually. The loss rate of coastal marshes in 1997 is approximately 30 square miles per year. To combat this massive loss of coastal wetlands, the Federal government and the State of Louisiana have implemented a series of wetland programs designed to protect this valuable resource. The State of Louisiana, federal partners, and the public completed a new state coastal restoration plan entitled *Coast 2050: Towards a Sustainable Coastal Louisiana* in December 1998. Full implementation of this plan would reduce 90 percent of projected land loss through the year 2050. The Louisiana Coastal Wetlands Conservation Plan, prepared in response to the Federal Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA), was completed in 1997 and is expected to achieve no net development-related loss of coastal wetlands. The Louisiana Coastal Wetlands Conservation and Restoration Task Force has funded 74 projects that will protect or restore 73,687 acres of coastal wetlands. The Louisiana Department of Natural Resources is funding a special Wetlands Reserve program project (to be administered by the United States Department of Agriculture) that will restore 500-1,000 acres of coastal wetlands per year. The United States Department of Army has created an additional 600 acres per year through its dredged material program.

Note: The 1997 baseline numbers used were based on figures from an early draft that has since been revised. As a result, DNR is requesting that the targets be revised. The Council may adopt modified targets at a future meeting.

Rationale: Since 1930, Louisiana has lost more than 1,500 square miles of marsh. The state is still losing nearly a football field of prime wetland every 15 to 20 minutes. The cost of not protecting the coast is estimated at $37 billion in lost public use value over the next 50 years. Coastal wetlands provide critical nursery areas for finfishes and crustaceans (primarily

shrimp and crabs) that make up the bulk of Louisiana's thriving seafood industry. These wetlands also provide needed habitat for millions of migratory waterfowl that winter in coastal Louisiana. Coastal wetlands serve as an important buffer to storm tides, thus protecting inland residential and commercial infrastructure from severe flooding.

Target: Implement *Coast 2050* to prevent 90 percent of coastal wetlands loss through 2050. *Coast 2050* will protect 288,000 acres of coastal wetlands in the year 2018. Achieve no net development-related loss of coastal wetlands as defined in the Louisiana Coastal Wetlands Conservation Plan prepared in response to the Federal Coastal Wetlands Planning, Protection and Restoration Act.

Data Source: United States Geological Survey, National Wetlands Research Center; United States Fish and Wildlife Service, Lafayette Ecological Services Office; the Governor's Office of Coastal Activities (Louisiana); and the Louisiana Department of Natural Resources.

3.5.6
Restoration of Longleaf Pine forest

Explanation: This benchmark measures the acreage of Longleaf Pine forest restored to the State of Louisiana. The current acreage of Longleaf Pine forest in Louisiana is 300,000 acres. One hundred years ago, the acreage of keystone habitat was 4 million acres.

***Rationale*:** Less than 10 percent of the original pre-settlement Longleaf Pine forest remains today. These forests are the native habitat for many of Louisiana's endangered species. This keystone habitat is important for maintaining biological diversity and supporting unique plant and animal communities. The longleaf pine forest also supports a very high quality wood products industry.

Target: Aggressive restoration of this keystone habitat at the rate of 185,000 acres annually through the year 2018.

Data Source: Smith, L. 1991. Louisiana Longleaf: An Endangered Legacy. Louisiana Conservationist, May/June 1991, Louisiana Department of Wildlife and Fisheries, Baton Rouge, Louisiana.

3.5.7
Outdoor recreation
State parks visitation

Explanation: Residents and visitors alike vastly underutilize Louisiana's abundant natural resources. The development and promotion of these resources have the potential to increase visits by broadening and enriching Louisiana's appeal and taking advantage of the increasing interest in eco-tourism. Fundamental to this success is1 capitalizing on our abundant fishing resources. The state parks visitation numbers reflect totals of all 31 operational sites including recreational sites, commemorative areas and preservation areas. Two additional sites will become operational in 1998-99.

Rationale: Over the past several years, the Office of State Parks has had promotional funds budgeted that provide for public awareness campaigns that are showing results in the overall visitation numbers. New sites opening within the time frame projected will also drive visitation numbers upward.

Target: The visitation numbers are expected to increase as promotional funding continues and/or increases.

Data Source: Office of State Parks

3.5.8
Number of educational programs within the Louisiana school system, including music history curricula in primary and secondary schools, and music-related curricula in technical colleges, universities and law schools

Explanation: The Louisiana Music Commission has taken preliminary steps towards creating a history of Louisiana music component for the State's required middle school curriculum in Louisiana studies. A teacher's booklet was drafted but needs to be refined, and a CD or cassette to accompany the booklet needs to be developed and produced. At higher levels,

curricula needs to be developed in audio engineering, staging and events planning, music business fundamentals and legal course work in music business contracts, publishing and intellectual property.

Rationale: As a leading producer of raw musical product, Louisiana lags far behind in building the music business infrastructure, at least partly due to a lack of educational resources addressing the needs and jobs in the music industry. To bring more of the dollars home, and to reduce the number of successful Louisiana artists going out of state to utilize professionals in cities such as Nashville, New York and Los Angeles, Louisiana must expand its educational resources in both historical and practical curricula at all levels of the education system. At lower levels, it is important that the vast and significant cultural history of music in Louisiana be transmitted to school children to build pride and a sense of connection to Louisiana's unmatched role in the world's music history and industry.

Target: To increase from the 2 programs now available to 16 by 2018.

Data Source: Louisiana Music Commission

3.5.9
Number of graduates of higher education programs in music business-related curricula

Explanation: As the number of educational programs grows, so too will the number of graduates.

Rationale: Louisiana must record and track the number of students who graduate from music business-related programs in order to better maintain and measure the results of the programs and monitor the marketplace to determine the overall effectiveness and needs of the industry.

Target: To increase the number of graduates to 60 a year by 2018.

Data Source: Louisiana Music Commission in conjunction with colleges and universities

3.5.10
Economic impact of the film and video industry (in millions).

Explanation: The film and video industry spends billions of dollars a year creating their works. Louisiana needs to build a greater awareness of our state as a potential location destination. The economic impact is calculated using information from an expenditure report completed by each production (no multipliers used).

Rationale: The income and overall economic impact from these projects coming to Louisiana is substantial.

Target: Professional judgment used.

Data Source: Louisiana Office of Film & Video

3.5.11
Number of educational curricula dealing with or related to the film and video industry

Explanation: On average, jobs in this industry produce higher than average wages. They also require specific education and/or training that is currently scarce in Louisiana.

Rationale: To substantially grow this industry, the state needs to have programs to train the professionals and technicians the production companies need.

Target: To establish three film/video programs at Louisiana community colleges and universities by 2003 and increase that number to six by 2018.

Data Source: Louisiana Office of Film & Video

Objective 3.6 - To support and expand the tourism industry throughout the State

3.6.1
Number of visitors to Louisiana -- Louisiana residents, out of state visitors, & international visitors

Explanation: Visitor volume to Louisiana is measured in two ways. U.S. resident visitor volume is supplied to the Office of Tourism by the Travel Industry Association of America. Their Travelscope® survey measures visitor volume to all states by U.S. residents. International visitor volume is measured annually by the U.S. Department of Commerce.

Rationale: The number of visitors coming to Louisiana is one of the key factors in the economic impact of travel on Louisiana. More tourists result in increased spending and a greater positive economic benefit to individual businesses, citizens (in the form of employment) as well as the state (in the form of tax revenue).

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department

3.6.2
Visitor spending
Total (in billions)
Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)

Explanation: The total spending figures are from the U.S. Travel Data Center and include all visitors' spending since there is no way to differentiate between the spending by Louisiana residents traveling within the state and non-resident visitors. The annual growth rate is projected as 3 percent.

Rationale: How much visitors spend each year in Louisiana is the most relevant and direct measure of the success of tourism and its benefit to Louisiana Increased spending would continue to provide economic prosperity to both the private and public sectors. Accordingly, a decrease in spending would have a significant impact to the State's tax revenue resulting in a need to replace revenue or the possibility of increasing the tax burden on Louisiana's citizens. Additionally, decreased spending would indicate a negative impact on those businesses historically dependent on visitors, including fewer employment opportunities. Finally, a decrease in visitor spending would likely result in less resources made available for the protection, preservation and restoration of the rich cultural assets of Louisiana, undermining the quality of life in our state.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center

3.6.3
Employment generated by tourism

Explanation: This benchmark measures the total number of individuals employed in positions that service the tourism industry and tourism related activities.

Rationale: Employment is fundamental to the prosperity and well being of Louisiana's citizens as well as the state at large. In addition to providing income to individuals, families and communities, employment attributable to tourism helps to keep our citizens from leaving the state in search of employment. Louisiana's rich cultural legacy is in fact directly attributable to her citizens such as those of French Acadian and African descent. Hence, loss of these citizens would likely result in the diminished appeal of Louisiana as a travel destination, as well as negatively impact the quality of life in Louisiana.

Target: Using the latest available statistical data, targets have been set on the basis of a 2 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center

3.6.4
Number of Louisiana Welcome Center registered visitors.

Explanation: These visitor counts are from the visitors who sign the registration sheets at the 10 state-operated welcome centers located throughout Louisiana. The ten centers are located in Slidell, Pearl River, New Orleans, Kentwood, St. Francisville, Baton Rouge, Vinton, Greenwood, Mound, and Vidalia.

Rationale: The first welcome centers began operating over 25 years ago. The centers are located at major entry points into Louisiana and in Louisiana's two major destination cities. The purpose of these centers is to convince visitors to: 1) stay overnight in Louisiana and visit Louisiana's many attractions, and 2) extend their stay in Louisiana. The numbers of visitors to each center are reported monthly by the Office of Tourism.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism, Research Department

Objective 3.7 – To improve the quality of life of Louisiana's children

3.7.1
Percent of children without health insurance

Explanation: To ensure access to needed and continuous health care services for children.

Rationale: There is well-documented association between insurance status and utilization of health care services among adults. A 1996 study by the Harvard School of Public Health, The Henry J. Kaiser Foundation and the National Opinion Research Center, found the uninsured are four times more likely to have an episode of needing and not getting medical care.

Target: Healthy People 2010 Objective is to reduce to 0 percent the number of children without health care coverage.

Data Source: U.S. Bureau of the Census. Current data for calendar year 1995 is from the March 1996 Current Population Survey.

3.7.2
Infant mortality rate

Explanation: To reduce the infant mortality rate per 1,000 live births.

Rationale: Studies have found that the infant mortality rate for children born into poor families are more than 50 percent higher than that for children born into families with incomes above the poverty line. There is a huge disparity between the infant mortality rates of African Americans versus that of whites. In 1995, Louisiana ranked 48th nationally.

Target: By 2008 achieve the national average set in 1995. By 2018 achieve the Health People 2010 Objective.

Data Source: National Center for Health Statistics.

3.7.3
Child death rate

Explanation: To reduce the child death rate per 100,000 children ages 1-14.

Rationale: In 1995, the national average was 28 out of every 100,000 children. This was down from a rate of 34 per 100,000 in 1985. Louisiana is still behind the national average of 10 years ago. In 1995, Louisiana ranked 43rd nationally.

Target: To achieve the Healthy People 2010 Objective of 25 percent improvement.

Data Source: National Center for Health Statistics

3.7.4
Percent of children in poverty and extreme poverty

Explanation: To reduce the number of children living in poverty and extreme poverty. The share of children under age 18 who live in families with incomes below the U.S. poverty threshold, as defined by the U.S. Office of Management and Budget. Children in extreme poverty are those living below 50 percent of the poverty threshold.

Rationale: Children living in poverty is perhaps the most widely used indicator of child well-being as poverty is closely linked to poor outcomes in health, education, emotional well-being and delinquency. During the 1990s, the number of children living below poverty in families that work (at least one parent working 26 or more weeks per year) has grown by a third. Louisiana is one of only 10 states with over 25% of their children being raised in poverty and in 1995, Louisiana ranked 50th nationally. The number of children in Louisiana in extreme poverty is twice the national average.

Target: To be set.

Data Source: U.S. Bureau of the Census, Current Population Survey, 1996. Update from the 1999 Kids Count Data Book published by the Annie B. Casey Foundation.

APPENDIX E

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

Report on Council Activities and Proceedings 2000-2001

October 26, 2000 Executive Committee and CAG Meeting

This meeting took place at the Governor's mansion. Secretary of Economic Development, Don Hutchinson, made a presentation on LA Connections. LA Connections will be the means by which Louisiana's digital government strategy is implemented. Its focus is to provide state citizens, leaders, and employees with the vision to ensure the state embraces the power of information technology and e-government as an essential tool for enhancing government services.
Following Secretary Hutchinson's presentation, each CAG member, or a representative for the member, gave an update on their agency's projects and activities that are inline with Vision 2020. These presentations were productive and allowed CAG members, CAG representatives, and LAEDC Executive Committee members to discuss the present and future implementation of Vision 2020.

November 17, 2000 Council Meeting

At this meeting of the Louisiana Economic Development Council (LAEDC), reports were given by chairs of the various Task Forces. These reports introduced each Task Force's recommendations for the 2001 Action Plan and/or updated the Council on the Task Forces' activities. No votes were taken during this meeting.

TASK FORCE REPORTS:

Education and Workforce Development Task Force
Task Force Chairman Tim Johnson made a report on behalf of this Task Force indicating that this Task Force would be repeating the same recommendations as last year. They also added a new recommendation that emphasizes the importance of school accountability programs in K-12.

Agribusiness Task Force
Committee member Dr. Leo Guedry made a report on behalf of this Task Force. This Task Force submitted an extensive hard copy report that included three recommendations. These recommendations are: 1) Establish a Public/Private Agricultural Industry Development Office; 2) Develop a strategic plan for Legislative appropriations dollars for University technical assistance for research and development agribusiness projects of high priority; and 3) Development of agricultural "spin-off" and support industries**.**

Science and Technology Task Force
Task Force Chairman Dennis Lower informed the Council that this Task Force report was not ready yet, but would be ready by December 15, 2000.

Transportation Task Force
Task Force Chairman Don Pierson informed the Council that this new Task Force overlaps with infrastructure and that the Task Force pulled elements out of the 2000 Infrastructure Task Force recommendations.

Culture, Recreation, and Tourism Task Force
Task Force Chairwoman Beverly Gianna presented two recommendations on behalf of this Task Force. These recommendations are: 1) Support the creation of a central clearinghouse to coordinate the international marketing efforts of state governmental agencies and 2) Use the popularity of our tourism and convention business to attract and retain industry, retirees, and employees to the state. Employ the Internet to specifically link state and local economic development web sites with tourism information on the Internet. Perhaps start with CRT's web site and have CRT and DED enlist the services of city, (including privately funded) regional, and CVB web sites to add links, also.

Environmental Task Force
Task Force Chairwoman Katie Chiasson updated the Council on her Task Force's recent activities. She informed the Council that her Task Force would be discussing benchmarks at their December 4, 2000, meeting.

Finance and Capital Task Force
No Report

Infrastructure Task Force
Task Force member Eric Kalivoda presented a report on behalf of this Task Force. He reported that the Task Force will focus on existing benchmarks, but that benchmarks will require updating once its proposed multi-modal plan is fully funded. The report greatly influenced the need for the diversification of the economy through telecommunications technologies. The Task Force introduced five five-year benchmarks that would establish the necessary infrastructure for this diversification to take place. Three action steps were also listed with this goal in mind.

Diversification Task Force
Chairman Vic Lafont presented two recommendations on behalf of this Task Force. These recommendations are: 1) Conduct inventory to identify businesses in the six targeted seed clusters that are currently operating in the state; 2) Begin efforts to support the six targeted cluster areas by hiring a marketing professional for each of the six targeted seed clusters. DED would do the hiring.

Petroleum and Chemicals/Services Task Force
Chairman Jim Prince indicated that this new Task Force had nothing to report.

Tax and Revenue Task Force
Chairwoman Donna Carville made a report on behalf of this Task Force. This Task Force looked at the original recommendations of the past Task Force and found that none of these recommendations were ruled into Vision 2020, neither were its benchmarks. A major problem with Louisiana's current tax structure is its lack of predictability. Taxes should not be a determinant factor in whether a company chooses to locate to or expand in Louisiana.

Programs and Incentives Task Force
Chairman Jimmy Lyles indicated that this Task Force has been inactive for two years. Therefore, they are starting from square one and have nothing to report as of yet.

January 25, 2001 Council Meeting

This meeting of the Council was devoted to the presentation and approval of recommendations to be included in Action Plan 2001.

At this meeting, the Council voted on and passed the following motions:

- Motion to make the Vice Chair of the Council, Gregg Gothreaux, the official spokesperson for the LAEDC on all Council related issues. Mr. Gothreaux added that this should be done with the Governor's permission since he is the Chair of the Council. The Council agreed that the Vice Chair should consult with the other Council members via telephone, email, or in person, before making a statement on behalf of the Council.

- Motion to include all five of the Education/Workforce Development Task Force recommendations in Action Plan 2001.

- Motion to include the Agribusiness recommendation in Action Plan 2001.

- Motion to include all four Science and Technology recommendations in Action Plan 2001.

- Motion to adjust Vision 2020 Benchmarks to coincide with the Coastal 2050 legislation when the Council re-convenes for the purpose of adjusting Benchmarks.

- Motion to include the one Environmental Task Force recommendation in Action Plan 2001.

- Motion to include the one Culture, Recreation, and Tourism recommendation in Action Plan 2001.

- Motion to include the one Tax and Revenue recommendation in Action Plan 2001.

- Motion to include the one Infrastructure recommendation in Action Plan 2001.

The following two motions were introduced, but not voted on because a quorum was not present:

- Motion to add a new Environmental recommendation to Action Plan 2001 on Coastal Restoration, with the exact wording to be worked out by the Environmental Task Force. The Task Force Chair and a representative from the Department of Natural Resources agreed to add this new benchmark.

- Motion to include the one Diversification recommendation in Action Plan 2001. This motion was approved by the members present, but was not approved officially due to the lack of a quorum.

APPENDIX F

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

TASK FORCE REPORTS

AGRIBUSINESS TASK FORCE REPORT SUMMERY
Rouse Caffey, Chair

Appointments and Procedures

The Agribusiness Task Force members were appointed by the chairman of the task force, H. Rouse Caffey, Chancellor Emeritus, LSU Agricultural Center, Baton Rouge, Louisiana. Dr. Caffey had served as chairman of the previous agribusiness task force and felt qualified to make the appointment of 18 individuals who were familiar and experienced in agribusinesses in Louisiana and had the ability to reach solid decisions concerning the opportunities for future development of this industry. Before their appointment, each individual was contacted and asked if the would serve and commit the time necessary to complete this task. All those appointed agreed..

On August 22, 2000, Chairman Caffey sent a letter to all agribusiness task force members with a list of all the members, with addresses, phone numbers, fax numbers, and e-mail addresses. He also sent them two publications: **Louisiana: Vision 2020, Master Plan of Economic Development, and the LADEC Action Plan for 2000.** Using these documents, he gave them three assignments. First, read Louisiana Vision 2020 to review the agribusiness benchmarks. Should there be any changes (additions of deletions)? If so, bring those to the first meeting in October to be held in Baton Rouge. Second, review the twelve examples of agribusiness suggestions in Vision 2020. After that review, bring your own recommendations for the task force to consider at the October meeting. Third, review the Action Plan and be prepared to identify agribusiness priorities at the October meeting.

At the October 3rd meeting of the whole task force in Baton Rouge, the attendance was excellent with only four absent. The task force members presented their assignments to the whole committee, and after appropriate discussions, a master list of recommendations was prepared. Instead of trying to reach a conclusion then, the next assignment was to take the total list back with them and to send the Chairman their top priorities within one week. They responded as requested.

Using the list from each, and with e-mail, phone, and fax communication, the chairman then summarized the report. The first draft of the report was then sent back to every member by e-mail or fax for the final comments by each member. From those responses, the agribusiness task force was prepared and submitted to the Council in November 2000. The report is in three sections: *the introduction which we felt should be presented first to acquaint the Council and readers of the importance of agribusiness; three "cross-cutting issues", of which the first two are presented for priority consideration for 200l; and 12 examples of agribusiness projects which might be used by Legislators and others in economic development of Louisiana's abundant agriculture, forestry, and fisheries resources.*

THE ADVOCATE SATURDAY PAGE ONE
BUSINESS C SECTION
January 2001

Report says exports from La. rose in 2000

New Orleans– The value of Louisiana exports rose to $13.3 billion during the first nine months of 2000, an increase of 6.7 percent over the $12.5 billion for January through September 1999, the World Trade Center of New Orleans reported. The increase of $832 million over 1999 was due mainly to larger shipments to Mexico, Canada and China, but exports to smaller countries also played a significant role, the WTC said.

Despite a 7 percent decrease in purchases from Louisiana, Japan maintained its position as the state's top destination during the first three quarters of 2000, taking $1.6 billion of Louisiana's international shipments.

Mexico, at $1.2 billion, was Louisiana's second-largest market, followed by Canada, $886 million; China, $791 million; and Taiwan, $430 million, the WTC said.

Louisiana's main export item--agricultural commodities–increased almost 3 percent to $5.8 billion, followed by chemicals and related products, at $3 billion, and processed food, $1.8 billion

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Agribusiness Task Force comment. This article shows the continued importance of international agriculture and foods exports and reflects the importance of Louisiana's port system to international trade.

AGRIBUSINESS TASK FORCE REPORT
Rouse Caffey, Chair

INTRODUCTION

Agriculture and economic development in the twenty-first century in Louisiana are directly related just as they have been in the past. Issues that have been identified as critical to economic development during the next twenty years are education, technology, globalization, and workforce development. The agricultural sector of the Louisiana economy, which includes forestry and agribusiness, is uniquely positioned to contribute to the state's entry into the expanding world economy of the twenty-first century. The private along with the public sector bring already strong and well-developed components that will facilitate the agricultural sectors contribution to the growth of the states economy.

A vital component of the Louisiana base economy over the years, the production of raw agricultural products accounted for $3.8 billion in sales and a related value added sector, which contributed an additional $4.9 billion in 1999. Associated with the value added sector (agribusiness) was the employment of approximately one out of every fifth or sixth worker in the state. When viewed from this perspective there is in place within the state a substantial raw product production sector and associated processing, marketing and distribution sector. Coupled with this existing base is the potential for increasing demand for food and fiber in global markets and the enormous opportunities that are surfacing in the area of biotechnology. It has been consistently shown that as incomes increase in developing economies that there has been an increase in the consumption of protein foods and higher valued processed products, the production of both are greatly affected by the developments in biotechnology.

In addition to the base components of the agriculture and value added sectors the state has made substantial investment in the public sector in the agricultural and life sciences areas within the higher education system and a fledgling private sector component which will support the development of technologies that will contribute to the enhanced and continually contribution of agriculture and agribusiness to the state's economy. Within higher education there are research and outreach activities that concentrate on the development of technologies that contribute to enhanced products, both raw and processed. These activities have been shown in the recent past to yield rates of return that range from 17 to 31 percent. A substantial component of this technological base within the state resides within the Land Grant portion of the LSU System, LSU Agricultural Center. Elements of potential to contribute to the technologies needed for the twenty-first century can be found in the life sciences components of most of the units of higher education. There is already evidence of industry/university partnerships through the acquisition of licenses and patents resulting from the privatization of university developed technologies in the agricultural and life sciences areas.

A natural outgrowth of the out reach activities associated with the development of new technologies in agriculture and value added processes are the development of a competent work force to support twenty first century businesses and industry. Probably the most extensive and well developed component of these out reach activities lie within the extension programs of the state's Land Grant universities. They conduct programs that provide educational programs range from youth to adults.

Embodied within these programs is the expertise to assist in a very tangible way with the development of a productive workforce to support the businesses and industries arising or growing from the development of the sector over the next twenty years.

As outlined above the sector not only has a well-established base within the state's economy but the state has through its investments overtime developed a public infrastructure that will be essential for the development of a twenty first century industry. In addition this industry has in place a private infrastructure such as processing, ports and etc., which is being complemented by a fledgling tech transfer industry resulting from university/industry partnerships. These components combined with the increasing demands world wide for food, fiber and information suggest that with the proper initiatives the industry is positioned to make substantial contributions to the state's economy within the next twenty years.

The Agribusiness Task Force suggests that the Goals and Objectives be expanded as follows: "To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries and to develop and integrate ***new technologies*** *into these resources so the resulting* ***value added*** *products can significantly contribute to the economy of Louisiana."*

AGRIBUSINESS TASK FORCE SPECIFIC RECOMMENDED ACTION ITEMS FOR FY 2001/2002

The eighteen members of the LADEC Agribusiness Task Force met as a group and recommended two specific actions to be included in the Louisiana Economic Development Plan 200l. These "cross-cutting" issues need to be addressed by the Louisiana administration and the legislature. They are:

Establish a Public/Private Agricultural Industry Development Office. The need to have complete communication and coordination among the public research institutions, the Governor's Office, the Department of Agriculture and Forestry, and agribusiness companies will allow for technology developments to transfer timely and effectively into the agribusiness community. This office can attract and direct venture capitalist and technology companies to Louisiana research institutions capable of developing "technology enhanced" products. The resulting "technology enhanced" products can be transferred to Louisiana based agribusiness firm for manufacturing/production and marketing. This office must be pro-active, not only in bringing different groups of the agricultural industry together, but it must foster growth and development of Louisiana agribusinesses.

The office should function to identify, attract, and assist new technologies to the marketplace. The experience of learning of the developments made by public researchers and scientists too often goes only through channels familiar to the institution where such a development occurred. The proposed Public/Private Agricultural Industry Development Office" (LADEC) should coordinate information, promotion and marketing of any agricultural development that may present an economic opportunity to Louisiana interests, whether or not such technology was developed within or outside the State.

The office should operate under the direction of the Louisiana Economic Development Office. The office should have a director and a small staff. Advisors to the office should include someone from the grants and contracts office, LSU Agricultural Center; the Governor's office; and the Louisiana

Department of Agriculture and Forestry. These representatives, or liaisons, will bring information to the LAIDO that can be shared with the office, each other, and industry persons who wish to attend such meetings. Reports of information presented should be made available to persons who wish to receive information regarding agricultural developments that may have potential for economic success. The office should also pursue "known" industry personnel who have potential for agribusiness development in Louisiana. The office should become familiar with, and be prepared to guide prospective companies, industry development incentives that encourage such development in Louisiana.

Funding for this proposed office should be accomplished by a redirection of a relatively small amount of funds already appropriated to the Department of Economic Development. That decision must be made by those charged with implementation of this recommendation.

The statewide coordination from this office will result in "spin-off" and support industries. Many agricultural industries generate by-products that could, if supported by state development plans, become another processor/manufacturer and marketer of a "value-added" product. The poultry and livestock industries generate waste, or manure. The forestry industry generates pine needles and bark. The rice industry generates rice hulls. The sugarcane industry generates bagasse. Other agricultural, forestry and fisheries industries generate other low value by-products. If these by-products were researched and processes developed to produce marketable products form these resources, then many such by-products could become highly marketable products.

Often agribusinesses fail to develop in Louisiana because of a lack of supporting businesses. For example, poultry processors need poultry producers and feed manufacturers, who need grain producers, who need agricultural supply companies, who need trained truck drivers, forklift operators, accountants, etc. Louisiana must recognize the need to develop an integrated business environment that includes support and spin-off industries if it expects to attract and develop a prosperous economy. The proposed Agricultural Industry Development Coordinator should be the communicator and the vehicle for transfer of information from ***parties of need to parties of interest.***

Develop strategic plan for Legislative appropriations for University technical assistance for research and development agribusiness projects of high priority. The LSU Agricultural Center, a campus of higher education, among its' many statewide duties, has the primary responsibility for research and development of agribusiness in Louisiana. Because of the governing structure of higher education in Louisiana, this campus presents its' budgets for approval to the LSU Board of Supervisors, then to the Louisiana Board of Regents, and finally to the Legislature. Legislative consideration of this budget is restricted to that approved by the Louisiana Board of Regents. If high priority needs of agribusiness relating to research and development from the university research and development are not approved or included as it goes to the Legislature from the Board of Regents, there are no public funds appropriated to support the R&D for potentially economic important agribusinesses. That presents a delay and problem in developing economically viable agribusinesses from the vast renewable resources of Louisiana (agriculture, forestry, and fisheries).

That constraint means that opportunities to respond to demonstrated agribusiness needs; House and Senate Concurrent Resolutions for agriculture, forestry, and fisheries agribusinesses (such as the Red

River project and the wood utilization project that were House Concurrent Resolutions in the early 1990'); and other emerging opportunities, requiring assistance from the LSU Agricultural Center and other universities, would be delayed a minimum of 1-2 years before even presenting a budget request to the Legislature.

The LADEC Agribusiness Task Force recommends that the present limitations imposed by the Board of Regents as described above be relaxed for priority agribusiness projects of significant economic and competitive nature when (1) there is a Legislative demand for the initiation and study of such agribusiness projects requiring technical assistance from the LSU Agricultural Center and other universities, or (2) that **priority** *unmet technical needs of the agricultural, forestry, and fisheries agribusiness* **considered essential** *are presented and approved by the LSU Board, other appropriate higher education Boards, and the Regents, even if that action takes place after the preliminary budgets have progressed for presentation to the Legislature. Obviously, this action would have to take place before the Legislative Session each year.*

The two crosscutting recommendations have been identified and listed previously. In order to provide planners with examples of specific actions or blue prints for the next 20 years, the Agribusiness Task Force has listed twelve examples of recommended "projects" for Louisiana. The list is not necessarily in priority, or is it exhaustive of needed areas of attention for the further development of the renewable resources of agriculture, forestry and fisheries. Hopefully, the list will inspire action(s) on the part of the administration and the legislature.

Maintain Support for Forest Products Laboratory and the Value-Added Wood Products Industry Development. Forestry is grown on 13.8 million acres in Louisiana and is by far the largest land use in the state. According to the 1997 census, there were 20,600 people employed in the forestry manufacturing industry. There are also several thousand people employed in the harvesting and transportation of timber. The projected 1999 Louisiana forestry income and value added declined from 1998 totals. With wood-using industries and commercial timber harvesting activities occurring in all parishes private forest land owners received approximately $662 million from the sale of forest timber, down 13% from an estimated $752 million in 1998. Timber harvesting contractors and their employees earned $406 million, down 33% from 1998. Despite this downturn, the forestry products industry is still the number one farm crop in Louisiana, and is the number two employer in Louisiana, ahead of oil, and slightly behind chemicals.

The 1999 Louisiana Summary, Agriculture and Natural Resources published by the LSU Agricultural Center, the farm value of forestry (timber, straw, bark, Christmas trees) was $1.078 billion, and the value added was $3.298 billion, thereby resulting in an economic impact of $4.376 billion.

It is very obvious that the processing sector of forestry has achieved a lot. But, the potential is even greater. With the advent of the public sector (Mississippi State University) and the private forestry working together, Mississippi is now the second largest furniture manufacturing state in the nation, second only to North Carolina. Louisiana recognized that this type of partnership was important and in the early 1990's the Legislature started the funding of a wood products laboratory at the LAU Agricultural Center with cooperation of the forestry department at Louisiana Tech. Unfortunately, the

first appropriation was reduced in amount from the original appropriation the very first year. And, it has not been funded adequately since then. Funding the Forest Products Laboratory would certainly help provide needed R&D to the wood products industry. We are very similar to Mississippi in size of the forest industry in terms of forestlands. With a proper support for R&D and for issues favorable to agribusiness in Louisiana, there is no reason why we cannot at least be equal to their forest industry.

In addition to the above recommendation, the state should be encouraged to support the Forestry Productivity Program and expand forestry programs using extension, research and teaching to develop employment opportunities in the forest products industry.

Development of a Water Resources Master Plan for Louisiana. The issue of water for agricultural uses has been heightened in recent years as a result of the recurring drought conditions. A heretofore-limited concern relative to use and the availability of water has become an issue that will affect production agriculture, industry, and rural and urban municipalities. Water has been a national concern for many years, but it has not been a major item on the public agenda for Louisiana. The concern is ownership rights of ground and surface water, and the quantity and quality of this water. A major state effort needs to be initiated to outline and explain current laws affecting use and ownership.

The economic well being of the state is in direct proportion to the level and quality of management of Louisiana' s water resources. Multipurpose utilization of surface water is essential to create economic enhancement of agriculture, industry, municipalities, recreation, fish and wildlife. Groundwater quantity and quality must be protected. On the other side, excessive surface water must be handled in such a manner as to prevent property damages.

The state is traversed by thousands of miles of rivers, bayous, man-made waterways, levees and pump systems. Historically, the designs of water systems focused on the removal of excess water to prevent damage to property. Major changes have occurred throughout the state during the past 50 years since those systems were installed. Many of these changes were brought about by new laws governing the uses of land and water resources and by increased demand for water. And, recent experiences in recurring lack or rain during certain critical times has created drought conditions that have negatively impacted agricultural production.

The state is at a major crossroad in the management of its water resources. The problem is that there no master plan exists to guide priority development, ownership, evaluation of interactive impacts on joining properties, etc. No one state agency is coordinating or directing statewide project activities involving water resources by local, state or federal agencies.

It is appropriate for this issue to be brought to the attention of both the private and public sectors The development of such a plan will not be easy, but it should begin to happen with all sectors involved in discussions leading to a water resources master plan for Louisiana.

Agricultural Research and Development. Just as R&D is essential for the success of national and multinational corporations, so is agricultural research and technology transfer essential for the continued success of agricultural production and the establishment of appropriate agribusinesses in Louisiana. And, public supported agricultural research benefits the consumers by providing good, wholesome and safe food and fiber at an affordable price. It is also a factor in the national security of our nation. Recent national studies revealed that annual rates of return from agricultural research, including development implementation and subsequent spin-offs, range from 17-31%. Given the potential that exists for further processing of Louisiana's agriculture, forestry, and fisheries, investment in research and development is good business and results in improved economic viability.

Unfortunately, given the present budget situation, greater state support for agricultural research and development is unlikely to happen unless decision makers determine that this is a vital section of Louisiana's economy. Unless something happens to change this, then no new support is anticipated at any relevant level. New dollars for R&D are then most likely to be generated through funding by private entities. The downsize of this is that these entities will be poised to bring new technologies to market, but most of the funding will come from out of state and this means that new technologies resulting form the research will be commercialized out of state.

Louisiana has the opportunity to recognize these needs by properly funding the LSU Agricultural Center, the Pennington Center at Baton Rouge, the Gulf South Research Center at Lafayette, and other appropriate research at other universities. Likewise, the university researchers need to understand the important part they play in developing new technologies. Furthers, the relationship among technological developments, venture capital, and the development of agribusinesses must be better understood.

In addition to the current status of Louisiana agriculture, the developments in the exciting fields of biotechnology (and they will be greater in the coming years) and the need for environmental friendly agricultural production and agribusinesses, the anticipated grown in the renewable resources of agriculture, forestry and fisheries will be of great significance to Louisiana. But, public funding R&D is a must!

Agricultural Processing. Louisiana agricultural products represent a significant part of the state's economy. Further processing of agricultural, forestry, and fisheries product will change Louisiana from an exporter of raw agricultural, forestry, and fisheries products to value added exports. The history of further processing of these products in Louisiana has not been good. Instead, we have depending on out of state processors for most of our renewable resources that are produced in abundance here. To convert Louisiana from an exporter of raw agricultural products into an exporter of processed products of high value added will significantly expand the state's economic base. To accomplish this, the state must encourage and support the development of processing plants in Louisiana.

Louisiana needs to create incentives agricultural, forestry and fisheries processing facilities and processing plants to locate in Louisiana. Louisiana economic development efforts as a whole are conducted lacking the funding available in competing states. Major agricultural processors locate near

the source of the raw product first, but that is balanced by the consideration of economic incentives offered by the locality. Other states have out bid Louisiana in terms of these incentives and assistance. Of course the help from local and state sources benefit the manufacturer, but the local and state governments benefit through larger tax bases and employment. The lack of processing facilities for the major plant and animal industries in this state is very evident. The potential is also just as evident.

In addition to the factors above, venture capital and grants are essential to the healthy start up of new agribusinesses. Businesses should be more informed on how to access these resources.

There are many factors impacting the location of processing facilities to Louisiana. The number one criterion is the availability of a large, but well trained labor source. Louisiana has many small communities with double-digit unemployment and the educational system in this state is being greatly improved with the goal of providing training for such workers. Available land for various size industries is another factor. Louisiana has that flexibility. Water resources for processing and waste disposal from the processing facilities are extremely important. At this point, the latter is more of a problem than the water resources. Technology is addressing the waste disposal problem. This is evidenced by on-going research by the LSU Agricultural Center.

The two largest commodities that have effectively used further processing for value added are the forestry (wood products) industry and the poultry industry. They rank number one and two respectively in further processing for added value. Dairy is another industry that depends on further processing. But, the opportunity for value added is present for all of our commodities in Louisiana. Examples are the aquaculture industry, the gulf coast fisheries, commercial vegetables, beef, cotton, soybeans, and others.

Training for Agricultural Production, Processing, Marketing and Exporting. It is obvious that just it is necessary to train people for the high tech industries sought by Louisiana, training is essential for high tech, high value agriculture, processing, and marketing. The necessary training may be a function of trade schools (or regional colleges); short courses by 4-H and FFA; Louisiana Cooperative Extension Service; internships with agribusinesses or processors; special agricultural high schools such as the one started in Avoyelles Parish; community colleges; universities; or even MBA programs. The training should consider all the factors involved in these activities, from hands-on work and skills, to computer and technology, and to business and managerial skills.

Young people with an entrepreneurial spirit need to be identified and nurtured. They may be found in high schools, colleges, universities, or like non-traditional students, in areas adjacent to the development of agricultural, forestry and fisheries agribusiness development. They need to receive the necessary fundamentals that will help them succeed and avoid business pitfalls. There are many opportunities to achieve this training, but perhaps a basic need might be met at the trade schools and by associate degrees in agribusiness at the university level, as well as at the two-year schools.

Develop a state strategy (communication) for recognition of the importance, need, and recruitment of agricultural, forestry, and fisheries agribusinesses in Louisiana. If Louisiana's natural renewable

resources are put in their proper perspective and economic impact, then our apparent search for **high tech** industries should be properly balanced with our obvious wealth of agriculture, forestry, and fisheries renewable resources, which can be developed into both **high tech and high value agribusiness.** Unfortunately, in our apparent attempt to locate those high tech industries in Louisiana, we fail to realize that we are not yet competitive with the Golden Triangle of North Carolina or the Silicon Valley of California. And, unfortunately at this time, we are not competitive in many worldwide high tech industries. But we have abundant agricultural, forestry, and fisheries resources. Transportation by water is a unique resource available to us for these renewable resources. If in doubt, evaluate the agriculture and food trade to the world that goes down the Mississippi river. Air transportation is likewise excellent for national and international trade areas. Our improving road systems, both state and federal, are also an asset to national trade because of our geographical location.

The LADEC Agribusiness Task Force recommends that in Louisiana's quest for economic development, that we not ignore the role of agribusinesses to our state. We encourage more support for Departments such as the Department of Agriculture and Forestry as they actively seek agribusiness development. Further, we recommend that the Department of Economic Development devote more resources and time to agribusiness recruitment. We petition all state agencies to seek opportunities for significant development of our renewable, value added agriculture, forestry and fisheries. We ask that the legislative and administrative branches of government place emphasis on agribusiness development through all avenues available to them, in addition to the desire for high tech opportunities that exclude agriculture, forestry, and fisheries.

The Agribusiness Task Force believes there is a huge gap between the producers of food and fiber in Louisiana and the consumers. The gag is the lack of understanding by the public as to who are the producers of the food they eat and the house where they live. Everyone in Louisiana should feel as though they have a personal stake in the success of agriculture in our State. How we communicate this is a major issue.

Promotion of Louisiana Exports. The conditions for export of Louisiana products to international markets by small businesses holds enormous potential and promise as a strategy for economic development at this time. It is important to exploit this unique window of opportunity where free trade conditions in international markets have coincided to augment the state's natural advantages for exports.

During the last decade, foreign trade was the fastest growing sector in the world economy. In the U.S. economy, foreign commerce will continue to be the fastest growing sector according to the projections of the U.S. Bureau of Economic Analysis. Among other advantages are the strategic locations of Louisiana in close proximity to Latin American and the Caribbean countries with complimentary economies for trade and the system of deep-water ports geared for efficient handling of exports.

The Port System. Louisiana is endowed with an efficient domestic transportation network and a deep-water port system to handle foreign commerce. Located at the confluence of the worlds largest inland waterway system and supplemented by a network of highways and railroads, ports located on Lower Mississippi handle more than 400 million tons of cargo each year. According to the U.S. Army Corps of Engineers, Louisiana ports handled 104.5 million tons of exports in 1997 ranking as number one in the union. Texas was ranked second with 54.6 million tons. The Ports of South Louisiana and New Orleans ranked as the largest tonnage ports in the nation. The largest single commodity handled was agricultural grains and farm products accounting for 156.5 million tons in 1997. The port industry together with other water related industries such as oil and gas, and chemicals comprise the largest economic sector in the state. The port infrastructure developed by the private and public sector participation on the Lower Mississippi remains the largest and most efficient bulk cargo operation in the world.

In addition to bulk cargoes, a significant amount of container cargo handling takes place at the Port of New Orleans and Lake Charles. The deep-water ports provide easy access to the farmers in the Mid-West, but also could function to facilitate exports of Louisiana products.

The Institutional Infrastructure for New Exports. The physical infrastructure described above could be used for planned exports with several adjustments. However, the institutional infrastructure of the existing system is geared to large-scale operations essentially managed by multi-national firms. Therefore, in addition to the production activities, the development of an efficient institutional framework is of high priority. As international trade is highly competitive, an institutional framework, including efficient small businesses with foreign connections, flexible banking policies for export financing, marine insurance, freight forwarding and shipping services are precursors of the industry. A comprehensive public program to assist small businesses is necessary for this purpose.

Wetlands Research, Technology Transfer, and Policy. Over 75% of Louisiana's 13.3 million acres of coastal wetlands are privately owned. These landowners are increasingly faced with constraining regulatory actions and are in dire need of economic investments that maintain the environmental integrity of their wetland resources. Although the states is a national leader in wetland restoration through programs such as the Breaux Act and the Wetland Reserve Program, Louisiana also lead the nation in annual wetland loss, estimated at 25-35 square miles annually. Such losses impact not only Louisiana, but the national economy as well. Additional measures are needed to ensure that these wetland resources maintain their link as a viable contributor of fisheries, petroleum, water-borne commerce, recreation, and environmental benefits. This includes research, the extension of this research to wetland needs, development of related agribusinesses, and continual policy review of issues affecting Louisiana wetlands.

Expand research and development of the aquaculture and fisheries industry. In terms of total acres devoted to aquaculture, Louisiana leads the nation. That is primarily due to the approximate 100,000 acres in crawfish. The acreage in crawfish has declined during the last two years due to several problems, including exceedingly dry weather in late summer and early fall; marketing problems associated with imports, etc. The catfish industry began in the 1960's in Louisiana, but has failed to

expand as anticipated. It is the largest finfish industry in the state. Other finfish aquaculture such as tilapia has not become major industries. There are many reasons, but one is the fact that tilapia must be produced in doors in Louisiana (recirculating systems); red fish production requires a permit; and hybrid striped bass culture has similar production constraints. **The Louisiana Aquaculture Task Force published an executive report in September 200 listing 20 recommendations with suggested actions.** That report was printed in quantities sufficient for wide distribution.

Louisiana is the second largest producer of natural fisheries, primarily because of the wetlands and the Gulf of Mexico. Fisheries agribusiness and the supply support for that very large industry offers a tremendous potential for expansion.

New, expanded commodities and new products. Research and development on non-traditional agricultural products is essential as we develop Louisiana's renewable resources during the next twenty years. Global market research into non-traditional agricultural products is rapidly growing in the food sector, such as functional foods, herbs and nutritional items. Plant medicinal research is not just relegated to China or other parts of the world, but also to Louisiana. The potential for expanding current agricultural products into value added food ingredients (i.e., rice four to rice starch and others). Cultural specific food items are growing in Louisiana. Specialty commodity markets such as mushrooms; organic fruits, vegetables and grains; sod or turf; small fruits; and similar commodities have a role in Louisiana in addition to our large-scale production agriculture. And, each of these areas provides an opportunity for agribusinesses and economic development.

E-commerce in agribusiness. The role of e-commerce in food production and processing is now appropriate for Louisiana. How can e-commerce be utilized in the marketing of products or the purchase of inputs to increase viability of the food/food technologies sector of the State? Are markets and product, heretofore outside the reach of local firms, now available with the advent of e-commerce? Assistance in development of this concept is a joint private/public effort.

Development of new plant and animal industries in Louisiana. The commercial vegetable industry and the pork industry are examples where these are major industries in many states, but not in Louisiana. The LSU Agricultural Center has extensive work underway in both involving research and outreach, or extension. The Department of Agriculture and Forestry has made many attempts to recruit these agribusinesses to Louisiana, even to the extent of helping a vegetable processing plant get established in Rapides Parish, and then managing it during difficult times. To continue to ignore these opportunities result in other states accepting the challenge, and consequently, benefiting economically.

CULTURE, RECREATION, TOURISM, TASK FORCE REPORT

Beverly Gianna, Chair

Initially, the CRT Task Force was composed of 31 key members representing a variety of tourism disciplines, as well as all regions of the state. Representation included was not limited to hotels, restaurants, attractions, parks, festivals, preservation, beautification, film and music.

During a series of meetings, input was gathered in order to establish benchmarks. This information was submitted to LEDC. Each committee member received preliminary copies of Vision 20/20 and comments and suggestions were solicited. Final editions of Vision 20/20 and Action Plan 2000 were subsequently mailed to all committee members.

The CRT Task Force Chair was reappointed for another term and was asked to form a committee for 2001-2002. The new committee is smaller, but based its work on the input of the original committee and the final Vision 20/20 overall goals.

This committee met in September 2000, followed by numerous phone conferences and extensive communications via e-mail in order to a) establish recommendations for 2001 and b) update the already established benchmarks.

The committee was invited to attend the full meeting of the council in November 2000 at which time the CRT Task Force chair gave a verbal report and distributed copies of the 2001 recommendations along with updated benchmarks.

DIVERSITY TASK FORCE REPORT

Vic Lafont, Chair

The primary purpose and direction of this year's Diversity Committee will involve a more intense focus on diversified businesses (existing & prospective) in Louisiana. Work performed will not only involve an inventory of the existing diversified seed clusters, but also a closer evaluation of each to determine a more accurate categorization of industry codes within the seed clusters. Working closely and simultaneously with the current reorganization of the La. Department of Economic Development, the Committee will continue to provide guidance, direction and overall input on reshaping the diversification of Louisiana's industrial base as well as recommendations involving future staff development. Within this framework, the Committee endeavors to assist LaDED in the development of diversification strategies, as well as how these plans are going to be carried out specifically.

EDUCATION AND WORKFORCE TRAINING TASKFORCE

Tim Johnson, Chair

The Education and Workforce Training Taskforce members were selected by Tim Johnson, Chair, and Gregory O'Brien, Ph.D., Vice Chair. Taskforce members are experienced classroom educators and administrators, representatives of industry, and industry support groups. All are familiar with or experienced in the educational and training programs in Louisiana.

In two meetings, numerous telephone calls, and emails, the Education and Workforce Training Taskforce reviewed Vision 2020 and Action Plan 2000. The Taskforce decided to continue all four of the recommendations from Action Plan 2000 in Action Plan 2001 (minor language changes were made to one of the recommendations without changing its substance).

In addition to the four recommendations from Action Plan 2000, the taskforce members recommend continued strong support for K-12 student, teacher, and school accountability.

ENVIROMENT TASK FORCE REPORT
Katie Chiasson, Chair

Three meetings were held by the Environmental Task Force in 2000; November 13, December 4 and December 19.

A number of management issues were discussed at the first meeting, including questions on staff and resources available to the Louisiana Economic Development Council, mechanisms for "archiving" information and work of the various task forces and how this information can be retrieved by the task forces for the sake of continuity and long range plans and policies for moving forward with this work.

The task force noted that some benchmarks may need to be changed in order to make them consistent with agency operational plans. It was also noted that there are some benchmarks listed that can not be controlled by various agencies; and concern was expressed regarding the tie to these benchmarks with operational budgets of various agencies. A request was made to meet with Greg Gothreaux, Vice Chairman of the Louisiana Economic Development Council and targeted Legislators to discuss this.

All benchmarks assigned to the Environmental Area were reviewed by the Task Force with changes documented in minutes of each meeting.

At the December 19 meeting, the following recommendations to be made to the Louisiana Economic Development Council's January 18th meeting were approved:

ATCHAFALAYA BASIN PROGRAM

OBJECTIVE: Preserve and enhance the Atchafalaya Basin
Acreage protected, restored, improved and/or opened for public access.
Number of recreational and tourism facilities constructed and opened.

EXPLANATION: This benchmark documents the efforts undertaken to preserve and enhance the nation's largest remaining river swamp. This benchmark measures the acreage in the Atchafalaya Basin which has been restored to natural hydrology, protected from undesirable development and made accessible to the public. Since the 1927 flood, measures taken by the U.S. Army Corps of Engineers, the oil and gas industry and others have altered the natural flow of water in the Atchafalaya Basin. In 1986, Congress authorized the Corps of Engineers to partner with the State in developing plans to restore, as much as possible, the natural hydrology of the Basin, to protect it from undesirable development and to make portions of it accessible to the public. As part of the 1986 Congressional authorization, an interpretive center was envisioned along with improved boat landing facilities, campgrounds, trails and other recreational facilities. An authorization of $250 million in federal funds was approved by Congress in 1986. In 1999, the Louisiana Legislature authorized a total of $85 million in state funds, to be spent over the next 15 years, as a match for the federal funds.

RATIONALE: This ecosystem represents a unique component of Louisiana's natural resources and its protection and preservation are important to Louisiana and the nation as part of the Mississippi floodway system and the largest fresh water river swamp in the country. These efforts are important to

educate the public from throughout the nation about the history, culture and natural aspects of the Atchafalaya Basin, as well as its importance as a floodway.

TARGET: Acreage protected, restored, improved and/or opened to the public should increase by 75,000 acres by the year 2018. Eight (8) recreational facilities constructed and opened to the public by the year 2018.

BENCHMARKS: Acreage protected, restored, improved and/or opened to the public

Year	1997	2003	2008	2013	2018
Acres	n/a	15,000	37,500	56,000	75,000
Facilities	n/a	2	4	6	8

Data Source: Atchafalaya Basin Program, DNR: US Army Corps of Engineers, US Fish & Wildlife Service; USGS

It was agreed by the Environmental Task Force that the inclusion of the Atchafalaya Basin Plan in the Vision 2020 plan would give considerable more creditability to the project in seeking federal funding.

Task Force members also agreed on the following changes to Benchmark 3.5.5. to make it consistent with the Coast 2050 plan, Coast 2050: Toward a Sustainable Coastal Louisiana, which had not been completed when original figures were provided:

1. Change the description from: Reducing loss rate of coastal wetlands: to "Cumulative coastal wetlands loss prevented (acres) is *Coast 2050* is implemented."

2. Revise the baseline chart showing "at current funding levels" to "Wetlands loss prevented by authorized project", with the following revised numbers to make it consistent with the Coast 2050 document. Rename this chart "baseline 2".

date	amount	2003	2008	2013	2018	2023	2028
1998	14,975	74,875	149,750	224,625	299,500	374,375	449,250

3. Revise the second baseline chart showing "if Coast 2050 is implemented" data as follows to make it consistent with the Coast 2050 document. Rename it "baseline 1".

Date	amount	2003	2008	2018	2023	2028	2033	2038	2043	2048
1998	8,985	44,925	89,850	134,775	179,700	224,625	314,475	359,400	404,325	449,250

4. Change "explanation" verbiage to read as follows:

Benchmark 1 documents the loss of coastal wetlands (primarily emergent marshlands) and the amount of coastal wetlands saved through protection/restoration efforts. During the period from 1932 – 1990, Louisiana lost 908,450 acres, or approximately 1,420 square miles of coastal wetlands. To combat this massive loss of coastal wetlands, the federal government and the state of Louisiana have implemented a series of wetland programs designed to protect this valuable resource. The state of Louisiana, federal

partners and the public completed a new coastal restoration plan titled *Coast 2050: Towards a Sustainable Coastal Louisiana* in December 1998. Full implementation of this plan would reduce 71 percent of the projected land loss through year 2050. By the year 2018, the cumulative amount of coastal wetlands saved would be 179,700 acres. The average annual amount, based on projected benefits to the year 2050, would be 8,985 acres per year. These gains would be calculated exclusive of CWPPRA PPL1 through PPL6, Caenarvon and Davis Pond.

Benchmark 2 measures the amount of wetland acres loss prevented by project authorization over a 30-year period. This is to account for the delay between project authorization and implementation. The amount of acres is the same as Benchmark 1, and is calculated exclusive of CWPPRA PPL1 through PPL6, Caernarvon and Davis Pond.

The Louisiana Coastal Wetlands Conservation Plan, prepared response to the Federal Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA), was completed in 1997 and is expected to archive no net development-related loss of coastal wetlands. The Louisiana Department of Natural Resources is funding a special Wetlands Reserve program (to be administered by the United States Department of Agriculture) that will restore 500-1000 acres of coastal wetlands per year. The United States Department of the Army has created 600 acres per year through its dredged material program.

5. No changes to “rationale”.

6. In “target:” change 90 percent to 71 percent. Also change 288,000 acres to 179,700 acres. Both of these figures are consistent with the published Coast 2050 document.

INFRASTRUCTURE TASK FORCE REPORT
Bobby Simpson, Chair

The Infrastructure Task Force is responsible for developing benchmarks concerning transportation, flood control, water resources, utilities, information technology, geographic information systems (GIS), and land use/industrial site infrastructure. During the initial development of Vision 2020, the Infrastructure Task Force developed numerous benchmarks for consideration by the Economic Development Council. Twenty-Five were accepted by the Council for inclusion in the plan.

In the fall of 2000, the Infrastructure Task Force met formally to review the existing benchmarks and to determine whether new benchmarks were needed, particularly in the areas of water resources, utilities, information technology, and GIS infrastructure. Following the meeting, the Task Force continued to communicate via telephone and e-mail. The findings of the Task Force are summarized below:

General Comments on Existing Benchmarks

Benchmark 2.3.1 "Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)

- The state has begun updating the plan so this benchmark will have to be modified in the future.
- The kickoff conference for the plan update was held in July/August 2000 in New Orleans. The update should take 2 to 3 years to complete.
- Until the new plan is completed and adopted, the existing plan remains in effect.
- No action is required at this time.

Benchmark 2.3.2 "Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented"

- DOTD is exploring the possibility of bonding these projects and having all of them complete or under construction in 10 years so this benchmark may have to be modified.
- No action is required at this time.

Benchmark 2.3.19 "Percentage of weigh stations fully automated"

- The state is about to enter into an agreement with Lockeed-Martin to install equipment at all weigh stations in Louisiana with private funds under a service called "Pay-Per-Pass". Commercial vehicle operators who sign up for the service will pay 99 cents per pass but will be able to have the vehicle weight and credentials checked at highway speeds without having to stop at the weigh station.
- The Council may want to delete this benchmark or keep it as a success story.
- No action is required at this time.

Modifications to Existing Benchmarks

Benchmark 2.3.12 "Number of foreign cities with direct air service from Louisiana"

- The Aviation Breakout Session at the statewide planning conference held in July/August 2000 produced a recommendation that this benchmark be expanded to:

"also include the number of domestic cities with direct air service from Louisiana. By examining the number of domestic cities, additional comparisons could be drawn and specific effort made to market domestic air service opportunities."

- The Task Force recommends that this benchmark be broken into two components:
  2.3.12A "Number of foreign cities with direct air service from Louisiana"
  2.3.12B "Number of domestic cities with direct air service from Louisiana"

Benchmark 2.3.15 "Number of airports which can accommodate jumbo aircraft"
Benchmark 2.3.16 "Number of airports which can accommodate international jet aircraft"
Benchmark 2.3.17 "Number of airports which can accommodate commercial jet aircraft"
Benchmark 2.3.18 "Number of airports which can accommodate corporate jet aircraft"

- The four benchmarks deal with the length and strength of airport runways.
- The Aviation Breakout Session of the statewide planning conference held in July/August 2000 produced a series of recommendations concerning these:

1. Combine 2.3.15 and 2.3.16 with the title "Number of airports which can accommodate international wide-body jet aircraft" and increase minimum runway length to 10,000 feet.
2. Change the number of Benchmark 2.3.17 to 2.3.16 and increase the minimum runway length to 7,600 feet.
3. Insert a new Benchmark 2.3.17 with the title "Number of airports which can accommodate regional jet aircraft" with a minimum runway length of 6,500 feet.
4. Increase the minimum runway length called for in Benchmark 2.3.18 to 5,000 feet.

<u>Benchmark(s) still in progress - utilities</u>

- Develop a benchmark entitled something like "Adequacy of the electric transmission system to accommodate future, projected demand". The Task Force is trying to refine this. Adequate utilities are obviously critical to economic development. We need the private sector to invest in these systems to ensure adequate capacity and deployment of the latest technology.

<u>New Benchmark - GIS</u>

- Proposed benchmark entitled "Number of geospatial datasets recognized by the Louisiana GIS Council and available in the public domain"
- ***Explanation:*** This measures the number of public domain digital geospatial datasets recognized by the Louisiana Geographic Information Systems Council and available via the Louisiana Geospatial Portal.
- ***Rationale:*** Geographical-related information of potential use to the state, business and industry, and citizens is collected and stored by many state agencies. The Louisiana Geographic Information Systems Council (LGISC) was created by the State Legislature in 1995 to "eliminate duplication of effort and unnecessary redundancy in data collections and systems and to provide for integration of geographically-related data bases to facilitate the policy and planning purposes of the State of Louisiana" (La R.S. 49:1051-1057 (Act 922, 1995). LGISC

recognizes digital geospatial datasets, which are considered part of the Federal Geographic Data Committee (FGDC) Framework Data Layers and which may become digital geospatial data layers of the Louisiana Framework Data Set for use by public agencies. Technological advances, rapid growth and expansion of computers, software, and e-commerce shift the focus of state government to effectively and efficiently provide access and resources for those wanting to acquire geospatial information. The Louisiana Database Commission provides a platform for access to official Louisiana geographical-related information used to support the policy, planning, and administrative needs of the state. Geospatial technology is rapidly growing and the Geospatial Portal will extend support to potential users for use in planning and research.

- ***Target:*** The goal is to review, evaluate, select, and recognize digital geospatial datasets, to make them available in the public domain of Louisiana, and to develop and implement a method of dissemination of Louisiana geospatial datasets.
- ***Data Source:*** Information on geospatial datasets may be obtained from the Louisiana Geographic Information Systems Council http://www.state.la.us/lgisc and the Louisiana Database Commission.
- One such dataset has been approved by the GIS Council and is available (Parish Boundary Dataset)
- Benchmark calls for 5 such sets by 2003, 8 by 2008, 15 by 2013, and 20 by 2018.
- Future datasets will include
    1. Political Boundaries
    2. Demographic Layers - market research, etc
    3. Transportation and other infrastructure layers
    4. Environmental layers

New Benchmarks - telecommunications infrastructure

- Four new benchmarks:
    - "2.3.W Percent of Louisiana residences and businesses with DSL equivalent connectivity available"
    - "2.3.X Number of Tier One Internet Gateways located in Louisiana"
    - "2.3.Y Percent of public college and university research facilities connected to an optically switched, fiber borne research network which in turn is directly connected into a Tier One Internet Gateway."
    - "2.3.Z Percent of state agency offices connected to an Internet Protocol (IP) voice, data, and video network."
- ***Explanation:*** These measure the efforts to leverage the state's new fiber optic assets to assure that state and local governments, universities, schools, and, where necessary, the business community have access to state-of-the-art, world -class, high-speed connectivity..
- ***Rationale:*** Goal 2 of Vision 2020 identifies technology as the driving force behind the growth and diversification of the state's economy. Telecommunications infrastructure has become essential economic infrastructure in the digital economy. Access to affordable bandwidth has become a core consideration in the location decision-making process of companies where information plays a mission critical role. State telecommunications and information technology assets can be leveraged into strategic economic investment tools that can influence the telecommunications infrastructure investment behavior of private sector telecommunications

companies. Through the leveraging of these assets, the state will be able to speed the deployment of a robust, state-of-the-art telecommunications infrastructure in Louisiana that will enable businesses, academic researchers, and private citizens to take advantage of the full benefits of the digital age. Timely deployment of this infrastructure will help strengthen and grow existing businesses and create new business opportunities. A world-class telecommunications infrastructure will also facilitate the development of the six technology clusters targeted by Vision 2020 as part of Louisiana's economic diversification effort.

- ***Target:*** The state needs to develop a world-class telecommunications infrastructure to strengthen existing, and create new, businesses in the rapidly growing telecommunications industry. The goal is to have these four benchmarks fully implemented within five years but no later than 2008.
- ***Data Source:***

Benchmark	Base = 2000	2003	2008	2013	2018
2.3.W % with DSL equivalent connectivity	?	80	100	100	100
2.3.X Internet Gateways in LA	0	1	1	1	1
2.3.Y % connected to research network	0	?	100	100	100
2.3.Z % connected to IP network	?	80	100	100	100

Items for Action Plan 2000

- The recommendation on Information Technology Infrastructure contained in Action Plan 2000 should be continued in Action Plan 2001. The recommendation is: "Continue to develop, formulate, and implement a Master Information Technology (IT) Plan which coordinates State agency IT operations, programs, activities, and services for all State agencies to increase their efficiency in delivering services to constituencies by using digital technology."
- Add a new recommendation with associated strategies as follows:

  Recommendation: Leverage the State's new fiber optic assets to assure that state and local governments, universities, schools, and where necessary, the business community have access to state-of-the-art, world-class, high-speed connectivity.

  Strategy 1 (Budgetary): Hire a Chief Information Officer (CIO) to drive the progress of leveraging the potential of the state's fiber assets. The CIO needs to be on the job at the start of the state's 2002 Fiscal Year.

  Strategy 2 (Program): Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the state's transition to the new network and to guide subsequent state IT investments so as to achieve maximum return on those investments.

  Strategy 3 (Program): Develop a plan to facilitate the location of a Tier One Internet Gateway by November 2001.

Strategy 4 (Legislative): Review, revise and restructure the legislation which created and governs the organization and operations of the Office of Telecommunications Management, placing that office under the direction of the CIO and giving the new OTM more authority to establish standards.

PROGRAMS AND INCENTIVES TASK FORCE REPORT

Jimmy Lyles, Chair

The primary objective of the Programs and Incentives Task Force for the year 2001 will be to protect the incentives that are currently in place, with the larger task being to develop a package by the end of the summer in preparation for next year.

The task force is informed of the business incentives that are currently being offered, and the task force outlined the following points.

- Existing incentive programs are very difficult to work with and in.
- Restrictions on Enterprise Zones make it tough to use that program. Business need help to keep the jobs they currently have, not just in creating new jobs.
- Non Economic-Developers need to be educated about the incentives that are needed.
- Authority for local communities to offer local incentives would be helpful.
- More and easier opportunities for venture capital are needed.

The charge of the task force could be divided into two categories: first to look at the existing incentives and determine which ones need to be changed or modernized and which ones are o.k. as is; second to look at target industries (clusters) to develop incentives for those specific industries.

One of the primary tasks of this group will be to gather facts – look at states that are successful in certain industries and to compare those states with Louisiana. The possibility of doing a study to look at existing incentives, which industries have been lost and why, and what are other states are doing is being considered.

Task force members will look at the following areas in depth: 1) review of current incentives (sub – group LIDEA); 2) comparative analysis of existing industries; and 3) new clusters/incentives (with the assistance of the individual task forces already formed for each new cluster).

SCIENCE AND TECHNOLOGY TASK FORCE REPORT

Dennis Lower, Chair

The Science and Technology Task Force is an open forum on the issues facing Louisiana's Science and Technology Task Force and what recommendations this Task Force can make to assist this sector of our economy. A review of the goals and objectives of Vision 2020, including this Task Force's responsibilities to monitor, review, and update existing benchmarks and to make recommendations for Action Plan 2001, took place. The requirements for Action Plan 2001 recommendations were discussed so Task Force Members could prepare preliminary recommendations for the Task Force to review. A Task Force web site will be developed by Northwestern University.

The task force reviewed eleven recommendations for inclusion in Action Plan 2001. The Task Force elected to send four recommendations to the Council for consideration in Action Plan 2001:

- Recommendation # 1 is to establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in Vision 2020; this recommendation was modified to incorporate two of the other recommendations (establishing a foundation to assist university efforts in marketing intellectual property, while retaining the rights of each institution to control and benefit from their patents and establishing a committee to promote advanced micro manufacturing and materials, one of the six Vision 2020 technology clusters)
- Recommendation # 2 is to establish a statewide wet lab incubator initiative to support the biomedical and biotechnology Vision 2020 cluster
- Recommendation #3 is to investigate an alternative initiative to the CAPCO program that will support seed venture capital in Louisiana
- Recommendation #4 is develop and maintain a statewide integrated technology resources database

REVENUE AND TAXATION TASK FORCE REPORT
Donna Carville, Chair

The task force met to discuss the State's tax structure and its affect on business and economic development. Task Force members reached a consensus that taxes would not be a determining factor in locating a new business in the state of Louisiana or expanding existing businesses if:

- there is predictability and consistency in the State's tax structure
- there is a broader base of taxes based on lower rates
  - property tax is based on consistent property assessments and includes residential property below $75,000
  - sales tax is permanent and at lower rates
  - income tax is adjusted upward by the offsetting of the sales tax
- there is a streamlined sales tax system.

A recommendation with appropriate strategies was drafted by the task force for approval by the Louisiana Economic Development Council.

The Task force also reviewed several publications that rank the tax environment in states that could be used to develop benchmarks, including:

- CFO Magazine's Annual Evaluation of "States to do Business" (Least to Fair Overall Tax Environment - Louisiana is #3 in unfair/unpredictable, only behind Massachusetts and California)
- Economy.com's "Relative Cost of Doing Business"

TRANSPORTATION TASK FORCE REPORT
Don Pierson, Chair

Our focus was to identify impediments to the growth of the transportation industry. An extensive review of the current Vision 2020 document was conducted, and a review of the 1996 Statewide Intermodal Transportation plan. Mr. Eric Kalivoda, Asst Secretary of LA DOTD was helpful in leading the discussion segment of this review. After deliberation the group consensus was that the existing goals presented in the Vision 2020 document are current and valid.

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APPENDIX G

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

REVIEW OF KEY AND TARGET ECONOMIC SECTORS

REVIEW OF KEY AND TARGET ECONOMIC SECTORS

This appendix provides an overview of trends and economic indicators in the sectors that are important to Louisiana's economy, the state's targeted technology sectors, and the interrelationships among them. The targeted technology sectors include: 1) information technology; 2) medical and biomedical; 3) environmental technologies; 4) advanced materials, 5) food technologies; and 6) micromanufacturing. These sectors were targeted based on: (1) growth potential; and (2) an emerging presence in the private sector and/or universities that creates an opportunity to enhance the state's technological capacity. In addition, there is a degree of synergy created among the targeted and existing industry sectors. The challenge now is for Louisiana to develop strategies that increase capacity in the targeted industries to benefit existing industries and to promote the diversification of Louisiana's economy.

Technology is already prevalent in sectors that are selling higher value added products and paying higher wages and salaries. Companies using older production technologies and employing low-skilled workers are generally producing products for the lower ends of their markets and compete primarily on the basis of price. As a result of the substantially lower costs of labor in other countries, these companies are experiencing long-term competitive pressures.

Government's Challenge

A state's challenge is to implement strategies that will build a higher value-added economy, thereby increasing jobs, incomes, and wealth for Louisiana residents. These strategies are based, in large part, on creating the infrastructure firms need to increase their capacity to innovate and compete in markets.

In the past, much of the work in economic development has focused on investing in physical infrastructure, such as roads, rail, ports, and airports. These elements of infrastructure are as important today in the New Economy as they have always been. The shipment of new products in growing areas continues to place demands on these important resources, particularly roads and airports. However, new forms of "infrastructure" are emerging as particularly important for firms to compete successfully in the New Economy. The emphasis on infrastructure remains today, except the definition of "infrastructure" is expanding.

Trends: "Infrastructure" Needs for a Technology-Based Economy

Recent research indicates there are "enabling conditions" that are critical to support and encourage a technology-based economy, regardless of the sector, thus creating a new definition of the "infrastructure" a state needs to have in place to encourage technology-based economic development. R&D in the private and public sectors, education and training, and capital emerge as primary factors that must be available to entrepreneurial and innovative firms in order to compete successfully in the New Economy.

The U.S. Department of Commerce, Office of Technology Policy, recently published *The Dynamics of Technology-Based Economic Development: State Science & Technology Indicators* in response to requests by government policy-makers for information on critical elements in state and regional

technology infrastructure. The report identifies 37 key indicators in five strategic areas: 1) funding in-flows; 2) human resources; 3) capital investment and business assistance;
4) technology intensity of the business base; and 5) outcome measures. The first three areas relate to infrastructure, the latter two relate to outcomes.

As shown in Table 1, these metrics demonstrate Louisiana's strengths and weaknesses. The state is doing very well in creating business incubators (7th) and SBIC financing (9th). The percent of bachelor degrees in science in engineering (15th) and percent of payroll in technology-intensive SIC codes (19th) both reflect the importance of the petrochemical sector to Louisiana.

However, the state lags behind in many "infrastructure" categories, particularly in the R&D measures, most education measures, and venture capital funds invested. Although university R&D expenditures rank at 30th, other indicators for total R&D (49th) and SBIR awards (47th, and 48th) rank at the bottom of the list.

In education and training (human resources), Louisiana ranks of 50th in associate degrees granted in the 18-24 year old population, and 43rd in the percentage of the population that has completed high school. These indicators contribute to the state's rankings of 49th in the percentage of the population above poverty level and 45th in the percentage of the population that is employed.

Although telecommunications infrastructure is not addressed in the Department of Commerce report, it is required for companies to do business in today's economy. The Internet and other information technology tools provide unprecedented opportunities for all companies, including small firms in rural areas, to compete nationally and globally. However, these advances require access to affordable bandwidth. The ability to access bandwidth has now become an important "infrastructure" requirement in location decisions. Demand in both urban and rural areas is spurring innovation in the emerging wireless technology industry to increase accessibility and to lower costs.

Payroll, by Industry

In order to achieve the goal of becoming a "Top Ten State," it is important to encourage the growth of companies that pay higher wages. The average wage in Louisiana is $24,785. The benefit of increasing the state's capacity to develop technology-intensive industries is evident in Table 2. The petrochemical sectors, followed closely by mining (oil and gas) and paper manufacturing offer the highest paying jobs in Louisiana, ranging from salaries of $57,570 to $45,690. These industries are categorized as technology-intensive firms, which is reflected in the higher wages they pay to skilled and professional employees.

Machinery, transportation equipment, electrical equipment, and computer and electronics also require skilled employees and occupy the mid-range in salaries between $39,010 and $34,450.

In contrast, the lowest wages are found in the retail, apparel manufacture, agricultural, furniture manufacture, and services sectors, which average between $12,733 and $$12,733.

Table 1
Factors Considered Important for Technology-Based Economic Development

Category	Louisiana's Rank
Funding in-flows:	
Total performed R&D expenditures per $1,000 GSP (1997)	49
University-performed R&D expenditures per $1,000 GSP (1997)	30
SBIR awards	
Per 10,000 businesses	47
Dollars per $1,000 GSP	48
Human resources:	
Associate's degrees granted (as a % of the 18-24 year old population) (Alabama ranked #1)	50
Science test scores (NAEP - 1996)	40
High school completion (1998)	43
Bachelor's degrees granted (1996-97)	38
Percent of bachelor's degrees in science & engineering	15
Capital investment & business assistance:	
Amount of venture capital funds invested per $1,000 of GSP	30
Number of business incubators per 10,000 business establishments	7
Average amount of SBIC funds dispersed per $1,000 of GSP (1996-98)	5
Technology Intensity of the business base:	
Percent of employment in technology-intensive SIC codes	32
Percent of payroll in technology-intensive SIC codes	19
Net tech intensive business formations	42
Outcome measures:	
Average annual earnings per job	32
Percent of population above poverty (1998)	49
Percent of the civilian work force employed (1998)	45

Source: *The Dynamics of Technology-Based Economic Development, State Science & Technology Indicators*, U.S. Department of Commerce, Office of Technology Policy, June 2000. (Available at www.ta.doc.gov/reports.htm)

Table 2
Average Annual Payroll By Industry (1998)

Industry	Average Annual Payroll
All Industries	$24, 785
Agricultural	$18,179
Mining	$47,518
Construction	$27,062
Manufacturing	$36,554
Food Mfg	$25,560
Apparel Mfg	$15,450
Wood Product Mfg	$26,310
Paper Mfg	$45,690
Petroleum & Coal Products Mfg	$53,280
Chemical Mfg	$57,570
Plastics & Rubber Products Mfg	$27,110
Fabricated Metal Product Mfg	$32,090
Machinery Mfg	$34,450
Computer & Electronic Product Mfg	$39,010
Electrical Equipment, Appliance, & Component Mfg	$37,700
Transportation Equipment Mfg	$35,870
Furniture & Related Product Mfg	$19,320
Transportation & Public Utilities	$32,317
Wholesale Trade	$30,746
Retail Trade	$12,733
Finance, Insurance, & Real Estate	$30,045
Services	$22,588

Source: Generated from data from the U.S. Census Bureau, *County Business Patterns*, 1998

Targeted Sectors

Each of the targeted sectors is an "enabling" industry, that is developments created by firms in these emerging sectors "enable" other sectors to increase productivity and to produce higher value added products and services that may improve their competitive positions in global markets.

Statistical data are not yet available for many of these sectors. National statistical sources are in the process of changing data collection systems to capture progress in emerging sectors. In this section, sector data where available, trends, and resources in Louisiana that facilitate growth in these sectors are presented.

Information Technology

Information technology (IT) is an enabling technology that, more than any other single factor, is a driving force in all other sectors of the economy. IT and communication technologies are changing the way companies do business, including generating new methods for gathering and delivering data, streamlining production and business processes, communicating with suppliers and customers, and creating new marketing and sales opportunities. The cost of hardware, software, and telecommunications equipment has dropped significantly in recent years, resulting in expanding markets that reach a wide range of companies and consumers.

A recent survey by the National Association of Manufacturers found that less than a third of American businesses are actually conducting business online. However, 80 percent report that they have a website, and of the companies that do not presently conduct business over the Internet, 35 percent report that they expect to introduce online transactions within a year. Only 11 percent report that they do not anticipate using the Internet for business transactions.

Consumer e-commerce is also increasing dramatically, with consumers using the Internet for a wide range of purposes. Estimates of the dollar value of these activities vary significantly. However, it is clear that online purchases remain a small percentage of retail sales (less than one percent according to the U.S. Department of Commerce), but sales represent billions of dollars, and the trend toward consumer online purchases is growing rapidly.

As a result, employment in the IT sector (defined as 45 SICs, primarily in the computer hardware, software, and communications industries in the American Electronics Association *Cyberstates 4.0* report) has grown substantially, increasing 32 percent between 1993 and 1999, compared to a 21 percent increase in the automotive manufacturing and services sectors. High growth rates are projected for most IT occupations through 2008.

According to *Cyberstates 4.0*, in 1998 Louisiana's IT industry employed 22,137 people (or 15 per 1,000 private sector workers) in 1,540 establishments. Employment in Louisiana increased 19 percent between 1993 and 1998, compared to and average of 28 percent across the country. Average wages for IT workers is $39,926, which is 48 percent greater than the average private sector wage of $27,103. The following list compares today Louisiana IT employment and wages to other states.

Category	State Rank
High Tech Employment	36
Number of High Tech Establishments	33
Average High Tech Wage	42

Growth in IT employment in Louisiana is below the national average (19% compared to 29% for the U.S.). Wages are 48 percent below the national average, and average annual IT wages (adjusted for inflation) decreased by about 1 percent from 1993 – 1998 in Louisiana, compared to a 20 percent increase for the nation as a whole. Wages generally are dependent on demand and skill level, and it is important for Louisiana's education and training institutions to produce workers that are adequately grounded in the disciplines and skills required to command wages that compare favorably with national averages.

Medical/Biomedical

The medical/biomedical sectors consist of firms engaged in improving human health, including pharmaceuticals, genomics, and nutrition, as well as medical devices and instrumentation.

Biotechnology is the application of engineering principles to the life sciences. It involves designing, creating, and producing new substances that are derived from naturally occurring molecular structures and processes. Biotechnology encompasses genetic engineering, protein engineering, and chemical conversions. The biotech industry has also spurred related activity in pharmaceutical development, medical instrumentation, and devices.

The biotechnology market is often divided into two groups: one that focuses on the medical markets and one focusing on non-medical markets. Companies targeting the medical markets are primarily focused on therapeutics or diagnostics.

The non-medical markets include applications for agriculture and industry, and may for the purposes of Louisiana's evolving economic development strategies, is included in the food technologies and environmental technologies categories. Industrial applications include bioremediation and specialty chemicals, applications that are a part of the environmental and advanced materials/chemicals sectors.

Biotechnology agricultural applications in Louisiana are generally related to the food technologies category. Genetic modification of crops to increase protein production or salinity tolerance may be able to help solve hunger problems throughout the world. Biotechnology can also contribute to further developments in aquaculture. Finally, agricultural biotechnology also contributes to the development of better diagnostics, new pharmaceuticals, new energy sources, and the engineering of microorganisms to control and eliminate environmental contaminants.

According to the U.S. Industry and Trade Outlook, sales of biotechnology products have grown from $2.9 billion in 1992 to $12 billion in 1999, and are projected to increase to $18 billion by 2002. Salary levels range from about $25,000 to $34,000, with technicians earning $27,200 to $37,440,

although salaries are generally lower in the southern U.S. These estimates are based on U.S. Department of Labor wage surveys and industry sources.

Louisiana's medical/biomedical industry is relatively small, but growing. The Louisiana Association for Biotechnology (LAB) that is working to promote the biotech industry in Louisiana.

The state also has extensive research resources, with LSU Medical Centers in New Orleans and Shreveport, Tulane Medical Center in New Orleans, the Northwest Biomedical Research Foundation in Shreveport, the Pennington Biomedical Research Center in Baton Rouge, and two primate centers associated with the University of Louisiana - Lafayette and Tulane. Other resources include the School of Pharmacy at the University of Louisiana in Monroe, the College of Pharmacy at Xavier University in New Orleans, UNO's National Biodynamics Laboratory, LSU's School of Veterinary Medicine, LSU's Center for Advanced Microstructures and Devices (CAMD), and Louisiana Tech's Institute for Micromanufacturing (IfM) in Ruston.

Environmental

Based on *County Business Patterns* data for selected NAICS, in 1998 Louisiana's environmental establishments employed 15, 855 people – just over 1 percent of total employment. The 858 establishments paid average wages of $32,133. Louisiana's environmental industry is the largest of the southeastern states, employing substantially more than the southeastern states' average of 9,499 employees, and paying wages that are 8 percent above the average for southeastern states.

Louisiana's environmental industry has grown as a result of federal environmental regulations, primarily the Clean Air Act of 1970 and the Comprehensive Environmental Response Compensation and Liability Act of 1980 (CERCLA or Superfund), the substantial demand for environmental products and services in Louisiana, and significant experience and expertise gained in the petrochemical and oil and gas extraction sectors. To some extent downsizing and lay-offs in these industries in the 1980's created opportunities for emerging firms. Entrepreneurs familiar with plants, processes, and environmental needs, and who had an idea of potential solutions, took advantage of the opportunity to capitalize on new regulations and their knowledge of the industries. They formed companies to provide air pollution control equipment, instrumentation for monitoring and testing air and water, hazardous waste management, environmental consulting and engineering services, and remediation services.

Today the environmental industry is changing. The fast growth of the last 20 years is slowing as industries meet compliance standards. However, international efforts to improve environmental quality continue to present opportunities for growth.

Worldwide, the environmental industry in 1999 generated total revenues of about $476 billion. The U.S. environmental industry accounted for about 44 percent of the global market ($208 billion) and is expected to grow about four percent a year through 2010 (*U.S. Industry and Trade Outlook 2000* and the U.S. Dept. of Commerce, Office of Environmental Technologies).

Advanced Materials

Advanced materials companies are engaged in the development and/or manufacturing of specialized products, such as coatings, adhesives, catalysts, composites, biocompatible materials, and electronic materials. These products are designed to solve problems, lower costs, improve durability, or minimize environmental damage. While most of these materials are developed for a particular use, they are often adaptable to other applications or other market segments.

Although the industry in Louisiana is still relatively small, advanced materials is also an enabling technology industry-- one that complements and adds value to existing industries. In Louisiana, advanced materials companies are providing products for the petrochemical, oil and gas production, shipbuilding, wood products, and paper industries. They provide products such as specialized coatings (paints) for ships, oil and gas pipelines, and pipelines and structures in petrochemical plants, as well as adhesives for the wood products and paper industries.

Advanced materials are often a downstream application of the petrochemical sector (and would be counted in the chemicals sector by the Census Bureau). Advanced materials companies may also be a part of the environmental sector, supply coatings for oil and gas production applications, provide advances used in the biotech/biomedical sector, or may be developed for micro manufacturing applications. They can also contribute to food technologies.

Louisiana has experience in chemical manufacturing that, although traditionally focused on the production of commodity chemicals, provides the expertise needed for the development and/or production of advanced materials. In addition, Louisiana universities educate students in disciplines important to advanced materials development, including chemistry, physics, and chemical, biological, and mechanical engineering.

Food Technologies

The food technology category includes technologies related to the production and processing of food but outside the traditional food processing category. It includes technologies relating to food safety, sustainable agricultural production, and aquaculture and fisheries.

Food safety technologies include technologies to monitor food quality and detect bacteria, viruses, parasites, and/or chemical contaminants at the processing plant.

Using biotechnology techniques, companies and university researchers are working to improve crops' resistance to diseases, insects, drought, and increased salinity.

Aquaculture has been growing rapidly. As the worldwide demand for fish increases, aquaculture techniques have help to create and expand markets by increasing the supply of species that can be produced year round with a consistent quality.

The USDA reports that aquaculture production is increasing at about 8 percent annually – faster than any other agricultural segment. . Louisiana's producers continue to lead the nation in crawfish,

soft crawfish, oyster, and alligator sales and is the fourth leading state in production of catfish. However, in 2000, the estimated farm value for Louisiana aquaculture crops declined to approximately $120 million

Although food technology firms are small in Louisiana, food processing is important in the state and there is a large research base at Louisiana universities, including the LSU Agricultural Center, the Crawfish Research Center at ULL, LSU's Sea Grant Program, and USDA's Southern Regional Research Center in New Orleans (a federal lab focused largely on food technologies) that could provide support for the companies as well as develop technologies for transfer to the private sector.

Micromanufacturing

Micromanufacturing is a term used to describe a set of processes for the creation of structures that have feature sizes on the order of micrometers. Louisiana's capabilities, primarily in micro parts development, are in its universities, including the Institute for Micromanufacturing (IfM) at Louisiana Tech University in Ruston, LSU's Center for Advanced Microsystems and Devices (CAMD) in Baton Rouge, UNO's Advanced Materials Research Institute (AMRI), and a group at Tulane University conducting nanotechnology research. Together these research groups bring capabilities in the design and fabrication of micro parts and microsystems, development of new materials for advanced MEMS devices, and rapid prototyping of MEMS structures.

The market for microelectromechanical systems (MEMS) was estimated to be about $3 billion in 1999, with a projected compounded annual growth rate of 25 to 40 percent. Louisiana's opportunities are primarily in the development of micro parts – to make to micro-fluidic structures and devices for biomedical and pharmaceutical applications and environmental sensors – a small portion of the total MEMS market, but still a large market.

The key to developing the commercial potential of micromanufacturing opportunities in Louisiana is to link market needs and university capabilities. Developments in micromanufacturing can provide devices and/or parts for many of the state's existing industries as well as the targeted technology areas, including the biomedical, environmental, advanced materials, and petrochemical sectors.

Key Economic Sectors

This section presents a review of trends and economic indicators for the key existing sectors that are important to the Louisiana economy.

Petrochemicals

The petrochemical industry includes the petroleum and chemical manufacturing sectors, as defined by the U.S. Department of Commerce. These sectors are technology-intensive, vital to the U.S. economy, and critical to the competitiveness of other industries. Petroleum refining is critical to

all other sectors, as it provides the energy and petroleum products for use in electric power plants, automobiles, chemical processes, and more. Similarly, many industries depend on the chemical industry, so it must continue to produce new, better products at prices that allow other U.S. users and producers of downstream products to compete in an increasingly global marketplace.

Louisiana is historically a leader in the chemical and petroleum manufacturing sectors, and in fact these industries continue to dominate the state's economy. Manufacturing employment and value added by manufacture are concentrated in petroleum refining and basic chemicals manufacturing, as shown in Table 3.

Table 3
Petrochemicals

	Value Added By Manufacture (Percent of Total)		1997 Employees (Percent of Total)	**1997 Payroll (Percent of Total)**	**1997** *Establishments* **(Percent of Total)**
	1997	**1992**			
Chemical Manufacturing	43%	40%	17%	26%	7%
Petroleum & Coal Products Mfg	17%	19%	6%	11%	2%
Total	60%	59%	23%	37%	9%

Source: Generated from data from the U.S. Census Bureau, *County Business Patterns*, 1998

The chemical and petroleum and coal products manufacturing sectors account for 23 percent of manufacturing employment, nine percent of manufacturing establishments, and 37 percent of manufacturing payroll. Not only are large numbers of people employed within these sectors, these are high wage and salary jobs. In addition, the petroleum refining and chemical manufacturing sectors account for 60 percent of Louisiana's 1997 value added by manufacture, up from 59 percent in 1992. Value added by manufacture is considered to be the best available measure of the relative economic importance of manufacturing sectors in a geographic area.

Louisiana's chemical industry is primarily focused in basic chemicals manufacturing (NAICS 3251) and resin, synthetic rubber, artificial and synthetic fibers, and filaments manufacturing (NAICS 3252), which account for more than 75 percent of the total. The state has relatively few people employed in downstream chemicals areas such as pharmaceutical and medicine manufacturing and paints, coatings, and adhesives – sectors that produce higher value added products than basic chemicals manufacturing.

Louisiana's chemical manufacturing industry is presently affected by the increased price of natural gas, which is the primary feedstock for many chemical companies. Chemical companies cannot automatically pass on these large cost increases along to customers because the nature of international commodity markets. Some plants have slowed production and a number are postponing planned expansions, which will also impact construction employment. There have been some layoffs and will likely be more if natural gas prices remain high.

Chemical manufacturing and petroleum refining are among the most technology-intensive industries in the nation. These companies use highly specialized instrumentation and process control technology in their plants, sensors to monitor air and water emissions, and advanced telecommunications technologies to communicate within the company as well as with suppliers and customers throughout the world.

Oil & Gas Exploration and Production

Oil and gas production is an important part of Louisiana's economy. It is also closely related to, and the reason for the existence of, the petrochemicals sector. The oil and gas industry provides raw materials for the state's petroleum refining and chemical production.

In early 2001, producers are experiencing high prices for oil and gas production. However, the industry is not expected to grow significantly. Price fluctuations have made investors reluctant to put money into production. The industry has also been consolidating; and larger companies located in Houston, Texas are purchasing smaller independent producers. The center of oil production activities has moved to the Houston area during the last several years, and as a result, substantial growth of this industry in Louisiana is not expected.

Nevertheless, oil and gas production remains important to Louisiana. In 1998, oil and gas production activities accounted for more than 50,000 jobs -- about 4 percent of all employees in the state -- and about 7 percent of all payroll. Although decreasing in 1999, activities began to rebound somewhat by the end of 2000. Statistics show that jobs in this sector pay relatively high wages and salaries, with annual average salaries that are almost double the average for all industries in the state.

Oil & gas exploration and production activities are an important part of the energy sector and critical to industry throughout the country. As the current electricity crisis in California illustrates, a shortage of natural gas that affects the availability and cost of electricity can have a dramatic effect on the cost of doing business for all companies. The high costs particularly affect the Louisiana's chemicals sector.

Shipbuilding

There is a heavy concentration of ship and boat builders in Louisiana that originally grew out of the demand associated with oil and gas production. Like the oil and gas and petrochemical companies, many of the shipbuilders are technology-intensive companies that require skilled and trainable workers.

Most of Louisiana's ship and boat builders are located in the south central part of the state from the New Orleans area west to around New Iberia. In 1998, Louisiana's ship and boat building industry (NAICS 3366), a part of the transportation equipment-manufacturing sector, had 15,572 employees in 129 establishments. The industry paid average wages of about $30,207, which although substantially below average wages paid by the oil and gas and petrochemicals sectors, is still 22 percent above the state's average wage for all industries.

Most of the ship and boat building establishments are small, with 46 percent employing less than 20 people and 79 percent employing less than 100 people. Only one company has more than 1,000 employees. In addition to the 129 ship and boat building establishments, support firms such as metal fabricators have developed in the region.

Agribusiness

Agribusiness is a broad category that encompasses production of agricultural and forest commodities as well as industries that use these commodities to make higher value added products, including food processing, wood products, and paper. Food technologies and some aspects of biotechnology are emerging target sectors related to this area.

Agriculture & Forestry

Agriculture remains an important part of Louisiana's economy. In 1999, agricultural commodities produced by the state's farmers, fishermen, foresters, and ranchers were valued at $3.8 billion. With value added production of $4.9 billion, agriculture's total contribution came to about $8.7 billion. Forestry accounted for about half of the $8.7 billion total. Poultry (broilers and eggs) were a distant second, followed by sugar cane and marine fisheries. However, wages in the agricultural production sector are relatively low, with average annual pay of $18,179.

Agricultural commodities accounted for 44 percent of the value of Louisiana's exports in the first nine months of 2000, an increase of almost three percent over the same time period in 1999. Processed food accounted for an additional 14 percent of total exports.

Agricultural commodities form the basis of other existing and targeted sectors in Louisiana's economy, including wood products and paper, food processing, and food technologies. In addition, agriculture-related research is producing biotechnology products and processes that can lead to improved crops, food safety, diagnostics, treatments, and more.

Wood Products & Paper

Louisiana's paper manufacturing industry accounts for seven percent of manufacturing employment and eight percent of total payroll. At the same time, this industry accounts for only 2 percent of manufacturing establishments, meaning a relatively small number of establishments employ relatively large numbers of people. Forty-four percent of establishments have more than 100 employees, and only 18 percent of employ less than 20 employees.

Table 3
Wood and Paper Manufacturing

	Value Added By Manufacture (Percent of Total)		1997 Employees (Percent of Total)	**1997 Payroll (Percent of Total)**	**1997** *Establishments* **(Percent of Total)**
	1992	**1997**			
Paper Mfg	7%	7%	7%	8%	2%
Wood Products Mfg	2%	3%	6%	4%	6%

Source: Generated from data from the U.S. Census Bureau, *County Business Patterns*, 1998

Food Processing

Food processing has been an important industry to Louisiana for many years. In 1998, there were 405 food processing establishments employing almost 17,500 people -- 2 percent of the state's employees. The Economic Census, Manufacturing reports that in 1997, food processing accounted for 10 percent of manufacturing employees, 7 percent of payroll. However, food processing contributes only 5 percent of the state's value added by manufacture and employees in this industry receive relatively low wages. Average wages in the food manufacturing industry are only slightly above the average for all industries.

Most of the state's food processors are relatively small, with 62 percent of the establishments employing less than 20 people. Ninety-one percent of the establishments employ less than 100 people. However, Louisiana food products are sold throughout the United States and overseas.

Tourism

Tourism is important to the Louisiana economy. Although U.S. resident visitors increased from 17.9 million in 1994 to an estimated 24.9 million in 1997, the state experienced a slight decline to 24.6 million in 1999. According the to the Travel Industry Association of America, these visitors generated an economic impact in Louisiana of approximately $8.19 billion. The number of visitors is expected to increase by almost 4 percent a year through 2001, generating an economic impact of approximately $8.8 billion. International visitors remained constant between 1997 and 1999 about 600,000 visitors.

APPENDIX H

ABOUT THE LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

ACTION PLAN 2001

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

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Governor M. J. "Mike" Foster, Chair
Gregg Gothreaux, 2000 Vice Chair

Don Hutchinson
Administrator, Cabinet Advisory Group on Economic Development

Sharon Brignac, Administrative Secretary
Vic Johnson, Strategic Planner, Cabinet Advisory Group

Louisiana Partnership for Technology and Innovation

Louisiana Economic Development Council Directory
July 2000

Governor Murphy J. "Mike" Foster, Chair
Gregg Gothreaux, Vice Chair
Don Hutchinson, Secretary, Department of Economic Development

18 Appointed Members in Designated Areas

H. Rouse Caffey, Ph.D., Agriculture Community
Donna Carville, Manufacturing Industry
Henry Charlot, Jr., Venture Capital/Investment Banking Community
Katie S. Chiasson, Rural Economic Development
Michael Conwell, Banking Community
Robert Gayle, Urban Economic Development, New Orleans MSA
Beverly Gianna, Tourism Industry
Gregg Gothreaux, Urban Economic Development, Lafayette MSA
David Guidry, Economically Disadvantaged Business Community
Tim Johnson, Construction Industry
Victor Lafont, Urban Economic Development, Houma-Thibodaux MSA
Dennis Lower, Professional/Service Community
Lloyd "Jimmy" Lyles, Urban Economic Development, Baton Rouge
Gregory O'Brien, Education Community
Donald M. Pierson, Jr., Urban Economic Development, Shreveport MSA
James Prince, Mining Industry
William D. Sawyer, Jr., Manufacturing Industry
Bobby Simpson, Local Government

Task Forces and Chairs

Agribusiness Task Force - H. Rouse Caffey, Chair

Dennis Aucon, Owner, Slaughter Logging, Clinton
Greg Benhard, President, Louisiana Premium Seafoods, Inc., Palmetto
Holley Burford, DeSoto Parish dairy farmer, Gloster
H. Rouse Caffey, Chancellor Emeritus, Agriculture Center, Baton Rouge
Becky Cross, Deputy State Statistician, Louisiana Agricultural Statistics Service, Baton Rouge
Robert Crosby, Crosby Land and Resources, Mandeville
Dr. Sandy Dooley, Specialist, Louisiana Cooperative Extension Service, LSU Agricultural Center, Baton Rouge
Ted Gibson, Senior VP, Regions Bank, Monroe
David Graugnard, Manager, Kleentek Division Thermo Trilogy Corp., New Iberia
Dr. L.G. Guedry, Vice Chancellor for Administration, LSU Agricultural Center, Baton Rouge
Michael K. Hensgens, VP and Business Manager, G&H Seed Company, Crowley
Diane Hoffpauer, The Wright Group, Crowley
Paula Jacobi, Assistant Director (Intellectual Properties), Louisiana Agricultural Experiment Station, Baton Rouge
Kyle McCann, Associate Commodity Director, Louisiana Farm Bureau Federation, Inc., Baton Rouge
Frank Millican, Director, Agribusiness, Department of Agriculture and Forestry, Baton Rouge
Harvey Reed, III, President, Reed's Agricultural Services, Inc., New Orleans
Mike Voisin, CEO, Motivatit Seafood Inc., Houma
Bobby Yarbourgh, CEO, Manda Fine Meats, Baton Rouge

Culture, Recreation, Tourism Task Force - Beverly Gianna, Chair

Beverly Gianna, Vice President Public Affairs, New Orleans Metropolitan Convention and Visitors Bureau, New Orleans
Matthew Jones, Undersecretary, Department of CRT, Baton Rouge
Judy Jurisich, President, Bernard and Jurisich, New Orleans
Danny Young, Executive Director, Louisiana Travel Promotion Association, Baton Rouge

Diversification Task Force - Vic Lafont, Chair

Stan Fulcher, Assistant Director of Statistics & Research, Louisiana Department of Economic Development, Office of Policy & Research, Baton Rouge
Gregg Gothreaux, President/CEO Lafayette Economic Development Authority, Lafayette
Jim Hendricks, Director- Economic Development, Entergy, Baton Rouge
Tommy Kurtz, Director of National Marketing, MetroVision, New Orleans
Vic Lafont, Executive Director, South Louisiana Economic Council, Thibodaux
Linda Prudhomme, Senior Vice President, MetroVision, New Orleans
Lynn Ourso, Marketing Supervisor, Louisiana Department of Economic Development, National Marketing Division, Baton Rouge
Lewis "Skip" Smart, Executive Director, Livingston Economic Development Council, Denham Springs

Education/Workforce Training Task Force - Tim Johnson, Chair

Al Barron, Director of Career Counseling and Placement, Southern University, Baton Rouge
Greg Bowser, Director, Governmental Affairs, Louisiana Chemical Association, Baton Rouge
Ed Cancienne, Ph.D., Superintendent, Assumption Parish Schools, Napoleonville
Mona Davis, Vice President, Louisiana Business and Industry, Baton Rouge
Terri Gallagher, Iberville Parish Educator, Plaquemine High, Plaquemine
Donna Nola Ganey, Director, Adult Education and Training, Louisiana Department of Education, Baton Rouge
Elaine Johnson, Teacher, Rural High School, Pine Prairie
Tim Johnson, Manager of Business Development, The Shaw Group, Baton Rouge
Jimmy Lyles, President and CEO, Greater Baton Rouge Chamber of Commerce, Baton Rouge
Gregory O'Brien, Ph.D., Chancellor, University of New Orleans, New Orleans
Chris Weaver, Executive Director, Governor's Office of Workforce Development, Louisiana Workforce Development Commission, Baton Rouge

Environmental Task Force - Katie S. Chiasson, Chair

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Mark Davis, Director, Coalition to Restore Coastal Louisiana, Baton Rouge
T. Michael French, Department of Natural Resources, Baton Rouge
Henry Graham, Louisiana Chemical Association, Baton Rouge
Dr. Jimmy Guidry, Medical Director, Department of Health and Hospital, Baton Rouge
Roy Holleman, Executive Director, Enterprise Center of Louisiana, Carencro
Dr. Charles Killebrew, Louisiana Department of Environmental Quality, Baton Rouge
Edie Michel, Coordinator, St. James Economic Development Department, Convent
Mary Lee Orr, Louisiana Environmental Action Network, Baton Rouge
Margaret Reams, Ph.D., Director, LSU InterCollege Environmental Cooperative, Baton Rouge
Rebecca Shirley, Executive Vice-President, Greater Abbeville-Vermilion Chamber of Commerce, Abbeville
Emily Stitch, Louisiana Association of Business and Industry, Baton Rouge

Finance and Capital Task Force - Michael R. Conwell, Chair

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Michael R. Conwell, Senior Vice President, Hibernia, New Orleans
Paul Dunn, Director, Small Business Development Center, Monroe
Arnie Frankel, Domestic and International Business Development, Swepco, Shreveport

Infrastructure Task Force - Bobby Simpson, Chair

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Carol A. Cranshaw, Administrator, Public Transportation Section, Department of Transportation and Development, Baton Rouge
Anthony M. Culp, Aviation Director, Department of Transportation and Development, Baton Rouge
Mary Kay Henderson, Manager, Geographic Information Systems, Department of Transportation and Development, Baton Rouge
Eric Kalivoda, Ph.D., P.E., Deputy Assistant Secretary, Office of Planning and Programming, Department of Transportation and Development, Baton Rouge
T. Brian Parsons, Rail Programs Manager, Department of Transportation and Development, Baton Rouge
Sam Richardson, Manager, Economic Development, Entergy, Baton Rouge
Mike Stagg, Director and Researcher, Digitallouisiana.com, Lafayette
Bobby Simpson, Mayor of Baton Rouge, Baton Rouge
D.J. Webre, P.E., Chief, Ports and Flood Control Section, Department of Transportation and Development, Baton Rouge

Petroleum and Chemicals/Services Task Force - Jim Prince, Chair

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Don G. Briggs, President, Louisiana Independent Oil & Gas Association, Baton Rouge
Will Hinson, Manager, Legislative & Community Public Affairs, Georgia Gulf Corporation, Plaquemine
N. Barton Loomis, President, J. H. Menge & Company, Inc., Harrahan
Paul Mikesell, Customer Service Manager, Cytec Industries, Inc., Westwego
Jim Prince, Vice President and CFO, Stone Energy Corporation, Lafayette

Programs and Incentives Task Force - Jimmy Lyles, Chair

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Chris Dicharry, Attorney, Kean Miller, et. al., Baton Rouge
Gregg Gothreaux, President/CEO Lafayette Economic Development Authority, Lafayette
Jim Hendricks, Entergy-Economic Development, Baton Rouge
John Holt, Jr., Executive Port Director, Caddo-Bossier Port Commission, Shreveport
John LeBlanc, Director Tax and Finance, Louisiana Association of Business and Industry, Baton Rouge
Jimmy Lyles, President/CEO, The Chamber of Greater Baton Rouge, Baton Rouge
Tom Nicholson, President, Ouachita Economic Development Corporation, Monroe
Don Pierson, Jr., Executive Director, Greater Bossier Economic Development, Bossier City
Elton Pody, Economic Development Manager, Central Louisiana Chamber of Commerce, Alexandria
Linda Prudhomme, Senior Vice President, MetroVision, New Orleans

Science and Technology Task Force - Dennis Lower, Chair

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Barbara Evans, Executive Vice President, Louisiana Partnership for Technology & Innovation, Baton Rouge
Carla Fishman, Executive Director of Research, Administration & Technology Development, Tulane University, New Orleans
Dr. Earl Fleck, Provost & Dean of the College, Centenary College of Louisiana, Shreveport
Ann Guissinger, Consultant, Baton Rouge
James Hardy, Director of Technology Center, LSU Health Services Center, New Orleans
Dennis Herringshaw, Director of Research Initiatives, Board of Regents, Baton Rouge
Paula Jacobi, Assistant Director of Intellectual Property, LSU Agricultural Center, Baton Rouge
Anne Jarrett, Director of Sponsored Projects-Grants, Contracts and Intellectual Property, Pennington Biomedical Research Center, Baton Rouge
Dennis Lower, Vice President Planning & Development, Biomedical Research Foundation, Shreveport
Jim Malsch, President, Enterprise Computing Service, LLC, Shreveport
Dennis Manshak, Executive Director, Louisiana Economic Development Corporation, Baton Rouge
Todd Pourcia, Assistant Vice Chancellor, Office of Research & Graduate Studies, LSU, Baton Rouge
Mildred Smalley, Vice Chancellor for Research Southern University, Baton Rouge
Dr. Anthony Scheffler, Dean-Graduate Studies, Research and Information Systems, Northwestern State University, Natchitoches
Dr. Randy Webb, President, Northwestern University, Natchitoches

Tax and Revenue Task Force - Donna Carville, Chair

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John LeBlanc, Director, Taxation and Finance, LABI, Baton Rouge
Ellen Rhorer, Director, Research and Technology, Dept. of Revenue, Baton Rouge
Dr. Jim Richardson, Public Affairs Institute, LSU, Baton Rouge
Greg Bowser, Director, Governor Affairs LCA, Baton Rouge
Ty Keller, Sr. Research Associate, PAR, Baton Rouge
Bill Potter, Tax Director, Postlethwaite & Netterville, Baton Rouge
Jeff Copeskey, Vice-President, LMOGA, Baton Rouge

Transportation Task Force - Don Pierson, Chair

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Cathy Gautreaux, Executive Director, Louisiana Motor Transport Association, Baton Rouge
John Holt, Executive Port Director, Caddo/Bossier Port, Shreveport
Eric Kalivoda, Deputy Assistant Secretary, Louisiana Department of Transportation Baton Rouge
Sherry McConnel, Executive Director, Ports Association of Louisiana, Baton Rouge
Roy Miller, Executive Director, Shreveport Airport Authority, Shreveport
Don Pierson, Executive Director, Greater Bossier Economic Development, Bossier City
Don Powers, Executive Vice President, Baton Rouge Chamber of Commerce, Baton Rouge
Kent Rogers, Executive Director, North Wes Louisiana Council of Governments, Shreveport
Dave Wagner, Executive Vice President, Port of New Orleans, New Orleans